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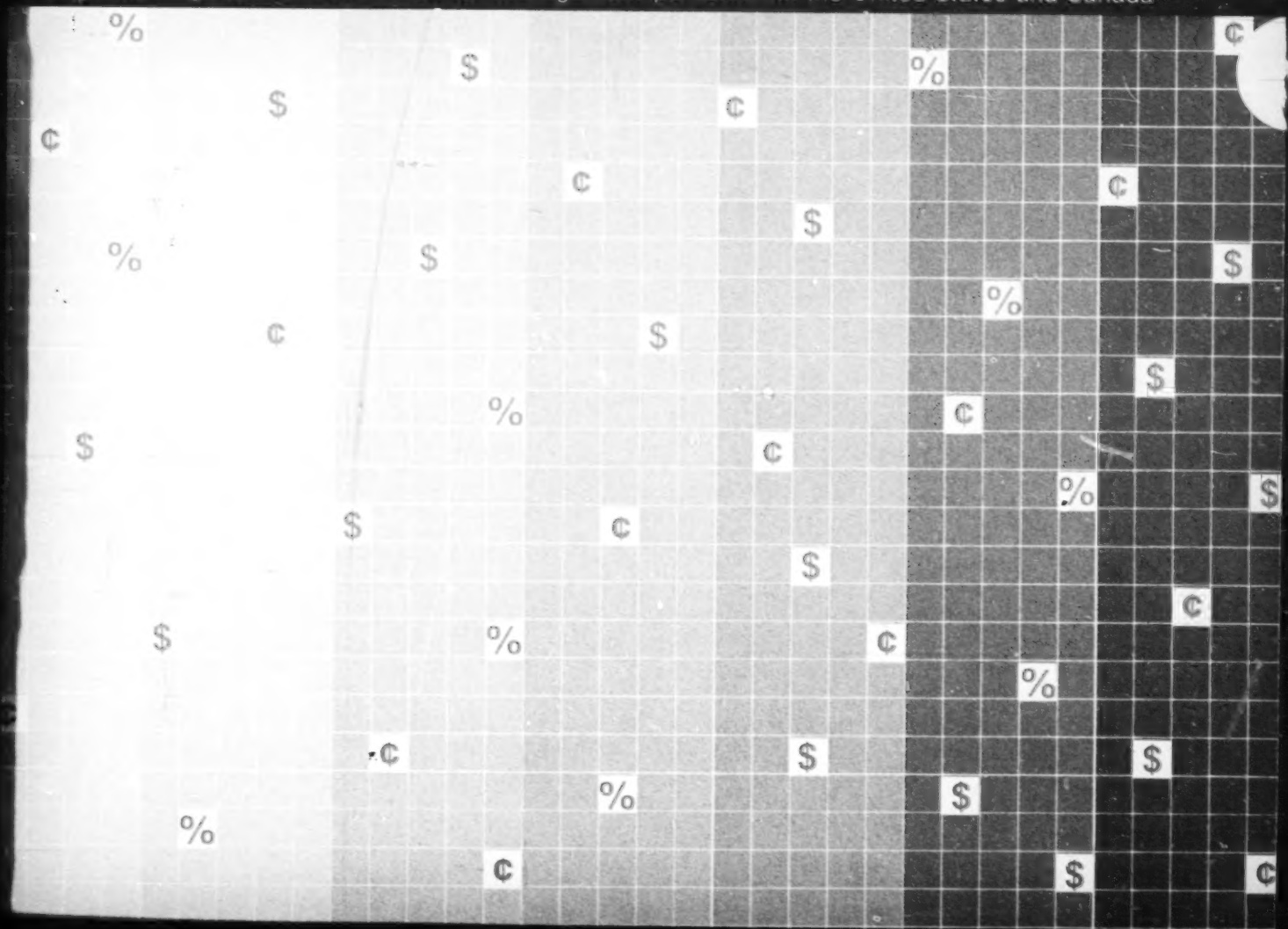
AMS Guide to Management Compensation

1982

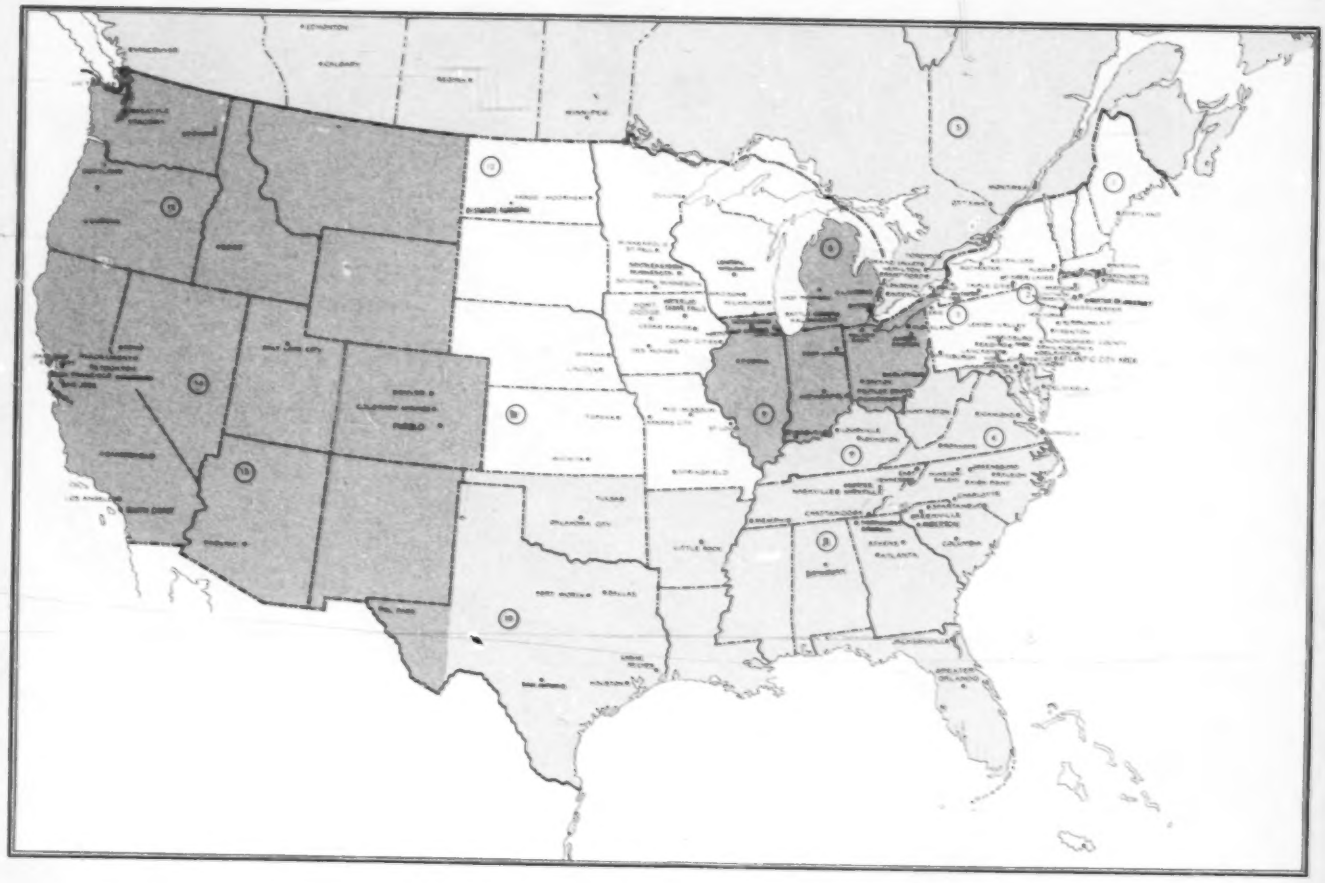
20 Positions
115 Cities

3,686 Companies
63,093 Employees

Salary and fringe benefit information for management personnel in the United States and Canada



Map of AMS Chapters in United States and Canada



Administrative Management Society
2360 Maryland Road, Willow Grove, PA 19090
215-659-4300

Tenth Annual
Guide To Management Compensation

Salary and Benefit Information for Management Personnel in the United States and Canada

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To provide up-to-date information on various aspects of management through survey activities and to disseminate this data through appropriate society committees and members; and to make this information available to other professional organizations, managers and educators.

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INTRODUCTION

Recognizing the need for current, reliable salary and fringe benefit information for management personnel, the AMS Management Information Committee is pleased to present the findings of the Tenth Annual AMS Salary Survey of twenty key, exempt "benchmark" positions found in most companies in the United States and Canada.

The survey is made possible through the cooperation of the vast network of AMS chapters throughout the United States and Canada. Input has been provided by numerous member and non-member participants in the areas of local AMS chapters.

This report gives annual base compensation in effect on September 17, 1981 for each of the twenty jobs in the survey. It presents salary data for 63,093 management employees in 3,686 companies in 115 cities.

Data includes the weighted average for annual salaries paid, number of employees reported in the survey and number of companies reporting and also the three quartile rates: first, third, and the median.

The three quartile rates are a good indication of the frequency distribution in the upper and lower range. See the "Guide to Use of Survey Data" for details on the development of these figures.

Corollary information highlights latest trends in company policies on hours of work, paid vacations and holidays, and sick leave pay granted to management personnel.

Data outlines fringe benefits provided to these employees and company policies in payment of various types of insurance plans. A summary is given on pension plans and how they are structured and funded. Information is also given on company policies in giving salary increases to management personnel.

The 1982 *Guide to Management Compensation* correlates overall salary and fringe benefit information and is sent without charge to all participating member and non-member companies.

All AMS chapters participating in this survey are provided with detailed salary data and fringe benefit information for publication of a local salary survey report. In many chapters these local reports are available and include detailed salary information by type of business. For further information, contact the AMS Home Office in Willow Grove, Pennsylvania to inquire about these reports.

We welcome your comments regarding the format of this survey, the positions included, and other suggestions that will make the Guide a more effective management tool for determining fair, competitive salaries, personnel policies and fringe benefits for your employees.

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Winston-Salem, NC 41
Worcester, MA 31
York, PA 31

1 Union Springs, Naples, Manchester, Newark, Geneva, Auburn, Canandaiqua
2 Kitchener, ON
3 Newark, East Orange, Summit, Clifton, Elizabeth, Morristown, NJ
4 Des Plaines, Evanston, Arlington Heights, Schaumburg
5 Davenport, IA, Moline, E. Moline, Rock Island, IL
6 Beaumont, TX
7 Stamford, Old Greenwich, Wilton, Danbury, Darien, CT
8 Binghamton, Endicott, Vestal, NY
9 Grand Rapids, Big Rapids, Wyoming, Muskegon, Zeeland, MI

Guide To Use of Survey Data

We are pleased to present the results of the tenth annual survey of salaries of management personnel. This survey has been developed to provide AMS members and non-members with reliable, exempt salary and fringe benefit information covering the management spectrum but excluding top management.

SCOPE OF THE SURVEY

This survey covers 20 carefully selected exempt management positions that are representative "benchmark" jobs in all types of business. (Fourteen are general administrative positions and six are plant or factory related.) The effective date of this survey is September 17, 1981. Please note that the annual base compensation for the 20 management jobs is reported in thousands of dollars.

TYPES OF BUSINESS

All types of business are represented in the survey, including: 1) Manufacturing/Processing; 2) Banking/Insurance/Financial; 3) Retail/Wholesale Distribution; 4) Utilities; 5) All others – Governmental, Education, Medical, Employment, etc.

COROLLARY INFORMATION

The corollary information specifically identifies up-to-date personnel policies and practices. Data are given on hours of work, paid holidays, vacations, and company policies relating to group life insurance, hospitalization, major medical, optical care, legal services and other benefits.

GEOGRAPHIC REGIONS

Annual base compensation is reported for all types of business for most major cities and for seven geographic regions – Total United States; Eastern United States; East Central United States; Western U.S.; West Central United States; Southern United States and Canada. As an additional service to users of this Guide, a breakdown of salaries by type of business for the United States and the five regions in the United States is included.

VALIDITY OF FIGURES

Although rates were computed for all data reported, it should be recognized that small samples cannot produce meaningful mathematical measures. An audit procedure has been initiated to delete samples that are not statistically sound. This information has been accumulated in the computer and is included in national and regional figures for Total United States and Canada.

EXPLANATION OF STATISTICS

This report contains four rates for annual base salaries including the average, the first, second and third quartiles, plus the number of companies reporting and the number of employees reported for each job. The four rates are explained as follows:

1. Average (Arithmetic Mean) – in computing the average (arithmetic mean) for each position, the total number of employees reported for each salary is multiplied by the salary. The results of each of these calculations are totaled and divided by the number of employees whose salaries are reported for the position.

2. Quartiles – A quartile is not an average – it is a measure of a position in a distribution. It is an actual salary at the particular quartile position. In certain distributions, there may not be a person's salary at the quartile dividing point, in which case interpolation and rounding are used to provide a whole dollar figure.

As contrasted to averages, quartiles are not affected by the high frequency of salaries at the extremes, either at the high or low end of a distribution. Because of this characteristic, quartiles present highly acceptable figures in salary surveys where position categories are subject to personal interpretation.

First Quartile – This is the actual annual salary paid the employee whose salary is more than one quarter and less than three quarters of all the employees reported for the position.

Median – Second Quartile – This is the actual annual salary of the middle employee in the distribution. Half of the employees reported earn more; the other half earn less. In a perfectly balanced distribution, the median salary will be the same figure as the average (arithmetic mean).

Generally speaking, when a substantial number of salaries are reported for a position and they have been placed in the correct classification (close conformance to position description), these two figures, the median and average, will be close.

Third Quartile – This is the actual annual salary paid the employee whose salary is more than three quarters of all the employees reported for the position.

The salaries at the First and Third Quartile show the limits of the middle 50% of employees reported. Some refer to the spread between these salaries as an "effective salary range" for the position because the salaries at the extremes are disregarded.

APPLYING THE INFORMATION

Salary surveys must be used with great caution. You are urged to review the content of each job description before making salary comparisons with the positions in your company. Do not be misled by job titles.

As mentioned previously, although rates were computed for all data presented, it should be recognized that small samples cannot produce meaningful mathematical measures. Therefore in printing the annual base compensation, salary data for less than two companies or three employees has been deleted. This data has been accumulated in the regional and national totals.

The job descriptions used in the questionnaire are basic. They were developed to enable respondents to include employees with similar duties. You should not expect the salaries in your company to be the same as the survey figures. Other factors should be considered when making comparisons of figures. These include fringe benefits and other alternate methods used to provide management personnel with equitable compensation.

JOB TITLES AND DESCRIPTIONS

A ACCOUNTING MANAGER — Supervises the maintenance of the general accounting records and operation of the accounting systems, including gathering and reporting of correct financial information to management. Establishes internal control of procedures and is responsible for developing, adapting or revising the accounting systems. Projects accounting data to show effects of proposed plans on capital investment, income cash position and overall financial condition. Supervises the preparation of periodic tax returns and determines that government tax regulations are being adhered to. Follows up on special accounting assignments and coordinates accounting functions with data processing. Assures standard accounting procedures are adhered to and supervises the maintenance of the accounting and voucher file.

B AUDITING MANAGER — Supervises audits of financial records and practices to appraise and verify the accounting accuracy of records, financial statements and reports. Determines that accepted accounting principles and policies are followed and evaluates the adequacy of the accounting systems and controls. Develops procedures to verify the existence of recorded assets and inclusiveness of recorded liabilities, and assures that income has been properly accounted for and expenses are proper and substantiated. Develops recommendations for improvements of records, procedures and internal controls. Prepares audit reports and trains auditors at entering professional levels.

C COST ACCOUNTING MANAGER — Devises cost-accounting systems and processes and supervises the compilations of information to determine and record costs by department, division, cost centers, product and other groupings. Devises classifications for labor, material, expenses and other items for computing costs of new products or services. Analyzes costs appearing out of line with previous records. From available cost information, prepares reports, including manufacturing budgets, plant financial statements, operating control reports and variations from standard cost and reasons thereof. Develops and improves methods of calculating and controlling costs.

D PAYROLL SUPERVISOR — Supervises payroll functions, including the computation of required and voluntary deductions; preparation and verifications of payrolls; maintenance of payroll records and reports; preparation of various reports for federal, state and local government agencies and processing of payments to employees. Determines that proper controls are followed to assure wages, salaries and deductions are being paid in accordance with established policy and labor agreements. Responsible for preparation of other compensation payments, for constant surveillance of changing payroll, tax and reporting procedures and planning work schedules.

E CREDIT & COLLECTION MANAGER — Manages credit and collection activities. Establishes procedures for investigating, granting and controlling credit, and collecting accounts due. Determines credit limits and recommends working capital required to finance accounts receivable and to provide reserves for bad debts. Supervises mailing of collection letters and attempts to collect delinquent accounts personally or through an attorney or agency. Investigates new customers credit ratings, arranges term of payment and aids in obtaining financial assistance. Represents company in bankruptcy actions. Supervises maintenance of accounts receivable ledger and adjustment of claims. Prepares reports showing status and amounts of credit and collections, and delinquent accounts.

F PERSONNEL DIRECTOR — Provides human resources for a company and directs the personnel program. Develops and administers policies and carries out personnel objectives and programs. Supervises employment and placement activities; indoctrination, training and development programs; compensation plans, including wage and salary administration, employee benefits and personnel surveys. Participates in labor relations functions, including counseling, resolving grievances and negotiations, insures understanding of and compliance with governmental regulations covering employees. Maintains contact with community representatives and participates in quasi-business/community affairs. May be responsible for health and medical services, safety and employee recreation programs.

G EMPLOYMENT MANAGER — Supervises the recruiting, interviewing, selection and placement of applicants for employment. Establishes employment practices within framework of company policy. Creates and designs new employment programs and methods to attain recruiting objectives. Directs recruitment functions by determining employment needs, placing advertisements, developing recruiting schedules and assigning interviewing and selection functions to staff. Maintains favorable relationship with college placement officials, high school guidance counsellors, business executives and promotes other sources of applicants through personal contacts. Identifies labor market and wage and salary trends which adversely affect the company's competitive position in attracting employees. Evaluates exit interviews, reviews records for unemployment compensation and periodic employment statistics.

H CUSTOMER SERVICE MANAGER — Directs the product service department and establishes policy and guidelines in responding to requests for service and the handling of customer complaints. Trains department staff to respond positively to customers with varying degree of objections, criticisms and hostility. Determines cases which can be handled directly and those to be referred to superior. Assures that adequate information about products and services rendered is available. Provides procedures and standards for use in making decisions on service charges and writing off charges within company's allowable limits. Observes customer handling techniques and reviews procedures to provide maximum good will from transactions. Reports on types and numbers of complaints and keeps operating managers informed of product service trends.

I WORD PROCESSING MANAGER — Responsible for directing the overall operation of a word processing center, including the guidance of supervisors, personnel administration, staff requirements, user liaison, and evaluation, design and implementation of future wp systems. Also is responsible for budgets, overall production reports, and coordination of services with administrative support. May also manage the operation of photocopying, printing, mailing or graphics services.

J WORD PROCESSING SUPERVISOR — Supervises the operation of a center (or section within a large center). Schedules and coordinates workflow, assists word processing personnel in document production and in establishing and maintaining quality standards. Analyzes production data and procedures, identifies potential improvements and may be responsible partially for budgets and equipment recommendations. Reports to Word Processing Manager.

JOB TITLES AND DESCRIPTIONS

K MANAGER-ELECTRONIC DATA PROCESSING — Manages and coordinates data processing planning and production activities. Meets with management to discuss equipment acquisition, determines information requirements and allocation of operating time of computer systems. Analyzes data requirements and flow to recommend reorganization or departmental realignment. Reviews reports of computer and peripheral equipment production, malfunction and maintenance to ascertain costs and plan operating changes. Establishes controls for safe-guarding of equipment and programs. Prepares proposals and selects purchases of system analysis, programming and computer services from outside firms. Manages the development and testing of new programs. Establishes work schedules and prepares operating reports.

L BRANCH MANAGER — Directs the operation of a branch office providing customer service, soliciting new business, making collections and disbursements, maintaining records and preparing reports for main office. Delegates branch office functions to supervisors. Interprets and implements policies and procedures related to office organization, general administration, personnel administration and technical operations. Safeguards office funds, arranges for securities transactions with main office, and serves as fiscal agent in assigned area. Handles complex customer complaints, reviews accounting and fiscal reports, maintains local budget and cost control programs. Supervises training program in office and serves as local personnel representative at recruitment programs.

M SALES MANAGER — Plans and coordinates sales programs for maximum sales volume and profitability. Conducts sales promotion, staff meetings for long and short-range sales events. Participates in meetings to select lines or items of merchandise to promote and develop timing methods of promotion. Sets up schedules for sales volume and follows up to assure participation of other departments. Works with advertising department in preparing advertisement for newspapers and other media. Maintains balance in promotion between sales force, advertising and other forms of publicity, display and presentation. Develops sales budgets and forecasts and prepares operating reports.

N MANAGER-ADMINISTRATIVE SERVICES — Supervises administrative services including typing, stenography, reception, printing and/or duplicating, filing, mailing, messenger, distribution of office supplies and similar services. Negotiates the purchase of office supplies and equipment and contracts for service of office equipment. Supervises receiving and shipping functions for administrative department. Controls interoffice messenger and communications units maintaining directories and telephone systems. Conducts special studies to determine the equipment performance and costs and reviews new equipment with sales representatives. Coordinates with operating departments to establish new and modified existing systems for administrative services. Trains personnel to perform tasks and indoctrinates them on company policies and procedures.

O WAREHOUSE MANAGER — Supervises the receiving, storing and delivery of material, equipment, merchandise and supplies. Assures the effective use of facilities for storing and distributing raw material and finished goods inventories. Provides for inspection of incoming material against order and specifications and arranges for return of defective material. Plans and coordinates the transfer of material from the warehouse. Arranges for periodic and special inventories. Maintains current transportation rate schedules and selects carriers, providing the best service. Handles loading and routing of trucks, routine services and maintenance of trucks.

P PLANT MANAGER — Directs the manufacturing operations of fabricating, finishing, assembling and crating products. Develops manufacturing plans, maintains production schedules, quality, safety and cost standards, and maintains favorable labor relations. Supervises the allocation of material, manpower and equipment resources, identifying and reporting variances in efficiency, budget and indirect labor utilization. Advises managers of optimum material and parts levels, manufacturing processes and procedures. Provides supervisory training on labor contract provisions, company policies, establishes safety standards, and recommends or provides training courses. Prepares production, operating cost and budget reports.

Q FOREMAN — Supervises an assigned work shift. Plans and schedules work to meet production schedules. Utilizes equipment and materials to meet defined quality standards in manufacturing products and assembling component parts. Maintains operation within established standards for cost, quality, labor, maintenance, scrap, safety, housekeeping, etc. Checks production for below standard performance and takes corrective action. Assigns employees to jobs, instructs them in performance of work, and familiarizes them with company rules and regulations. Maintains discipline and recommends transfer or discharge of employees. Contacts plant operations to correct operating and manufacturing mechanical problems.

R GENERAL FOREMAN — Supervises a production operation. Plans and schedules work to meet production schedules and makes efficient use of material, labor and equipment. Reviews production processes, assembly of component parts and equipment used to improve production standards. Directs workforce including discipline and application of performance and task standards. Assures adherence to operating standards as they affect equipment, production schedules, quality, labor and materials, budget plans and personnel. Coordinates the development, installation and evaluation of staff and service programs. Estimates manpower requirements and selects qualified employees.

S PURCHASING MANAGER — Directs the procurement of materials and supplies, selects reliable sources, approves purchase orders, controls prices and quality, and supervises purchasing personnel. Maintains contact with suppliers for information on factors affecting prices, availability and delivery of products. Locates and investigates potential supply sources, developing and maintaining favorable relations to secure maximum service. Supervises the negotiation of purchase contracts and develops schedules for delivery of products. Contacts production and engineering for development of new equipment, product specifications and the need for substitute materials. Visits vendors to investigate facilities, capacity and ability to meet quality requirements.

T BUYER — Buys materials from suppliers at the lowest cost consistent with quality requirements, reliability of source and urgency of need. Studies market trends, interviews vendors and recommends sources of supply. Analyzes quotations received, selects or recommends suppliers with whom orders are to be placed, and schedules deliveries. Arranges with vendors for replacement of defective items purchased. Prepares orders and follows up orders to expedite shipment and delivery. Obtains certifications of delivery, conducts check against order and approves payment of invoice.

Personnel Policies for Exempt Management Personnel

In addition to the salary data reported in this survey, information is given on various personnel policies and types of fringe benefits provided to management personnel.

The scope of benefits is constantly expanding and survey findings show trends in emerging benefits such as dental insurance, accidental death and disability insurance, legal services, optical care, annual physical examinations, stock options, profit sharing and thrift/savings plans.

The range of company supported plans reported in the survey varies widely. The tables on page 11 list the types of group insurance plans which are most prevalent in the participating companies and company policies in coverage and payment of these benefits.

HOURS OF WORK – UNITED STATES AND CANADA

Company policies on hours of work for management personnel in the United States show that 63% of the management employees surveyed work 40 hours a week; 31% work less than 40 hours a week. Only 6% work more than 40 hours. These findings show little or no change when compared to the 1981 survey report.

In Canada, policies are more liberal and the findings indicate that 86% of the exempt personnel work less than 40 hours a week; 14% work 40 hours. These findings show little or no change when compared with the 1981 figures.

PAID HOLIDAYS AND SICK LEAVE

Pay for time not worked is a benefit frequently overlooked by employees. There is an upward trend in the number of paid holidays for exempt management personnel in the United States. The majority of the U.S. firms reporting grant nine paid holidays per year.

Canadian policies are liberal and respondents indicate the number of paid holidays granted to exempt personnel is 11 per year.

In both countries, paid sick leave policies are based on length of service. In the United States the paid sick leave ranges from three weeks after one year of service to 9 weeks after 25 years of service; in Canada the range is also three weeks after one year of service to 11 weeks after 25 years of service.

VACATIONS – UNITED STATES

Paid vacations are essential in the benefit package. The majority of the respondents in the United States grant management personnel one week paid vacation after six months of service and two weeks after one year of service. This year there is a trend to granting three weeks paid vacation after five years of service rather than 10 years. Most U.S. firms give managers four weeks vacation after 15 years of service.

Seventy-two percent of the U.S. firms indicate that yearly vacation allotments cannot be accumulated; 25% report that vacation allotments can be accumulated; 3% gave no answer. When asked if employees are compensated for vacation allotments not used, 71% of the respondents said "no"; 26% said "yes"; 3% did not answer.

VACATIONS – CANADA

In Canada the majority of firms reporting indicate the management employees receive one week of paid vacation after six months of service; two weeks after one year; three weeks after five years and four weeks after 15 years of service.

Seventy-three percent of the Canadian firms report that yearly vacation allotment cannot be accumulated; 26% said vacation allotment can be accumulated; 1% did not reply.

To the question regarding payment for unused vacation time, 58% of the companies answered "no"; 40% answered "yes"; 2% gave no answer.

Company Policies on Payment of Insurance Benefits

International and Regional

	Total U.S.	Eastern U.S.	East Central U.S.	West Central U.S.	Southern U.S.	Western U.S.	Canada
GROUP LIFE INSURANCE	**PERCENT REPORTED**						
Paid by Company in Full	67	72	70	67	61	63	57
Paid by Employee in Full	1	0	0	2	2	2	1
Company/Employee Share Cost	27	23	25	26	33	29	39
No Response	5	5	5	5	4	6	3
HOSPITALIZATION							
Paid by Company in Full	59	63	64	54	55	57	52
Paid by Employee in Full	1	0	1	1	0	0	4
Company/Employee Share Cost	36	33	32	41	41	35	36
No Response	4	4	3	4	4	8	8
SURGICAL BENEFITS							
Paid by Company in Full	58	62	62	54	55	57	45
Paid by Employee in Full	1	0	0	0	0	0	1
Company/Employee Share Cost	36	33	32	40	40	34	29
No Response	5	5	6	6	5	9	25
MAJOR MEDICAL							
Paid by Company in Full	59	63	61	53	55	58	53
Paid by Employee in Full	1	0	1	1	0	0	4
Company/Employee Share Cost	36	33	33	41	41	37	30
No Response	4	4	5	5	4	5	13
LONG TERM DISABILITY							
Paid by Company in Full	52	55	54	51	50	46	41
Paid by Employee in Full	9	9	7	10	10	10	16
Company/Employee Share Cost	22	18	21	22	25	25	30
No Response	17	18	18	17	15	19	13
PROFIT SHARING							
Paid by Company in Full	25	25	24	25	24	27	13
Paid by Employee in Full	0	0	0	0	0	0	0
Company/Employee Share Cost	5	3	4	6	5	8	7
No Response	70	72	72	69	71	65	80
STOCK OPTION							
Paid by Company in Full	4	3	4	3	5	3	1
Paid by Employee in Full	6	6	6	5	7	7	5
Company/Employee Share Cost	6	6	7	6	6	6	6
No Response	84	85	83	86	82	84	88

	Total U.S.	Eastern U.S.	East Central U.S.	West Central U.S.	Southern U.S.	Western U.S.	Canada
DENTAL INSURANCE	**PERCENT REPORTED**						
Paid by Company in Full	34	25	37	31	25	45	50
Paid by Employee in Full	1	1	2	1	2	2	1
Company/Employee Share Cost	20	3	17	22	20	25	29
No Response	45	71	44	46	53	28	20
ACCIDENTAL DEATH & DIS.							
Paid by Company in Full	55	62	60	53	48	49	52
Paid by Employee in Full	8	6	7	7	11	12	8
Company/Employee Share Cost	17	12	16	19	21	22	27
No Response	20	20	17	21	20	17	13
DEPENDENT LIFE INSURANCE							
Paid by Company in Full	9	6	8	10	9	14	12
Paid by Employee in Full	16	11	14	17	22	19	14
Company/Employee Share Cost	12	7	11	14	19	16	16
No Response	63	76	67	59	50	51	58
LEGAL SERVICES							
Paid by Company in Full	0	0	1	1	1	1	0
Paid by Employee in Full	3	2	3	2	4	3	0
Company/Employee Share Cost	1	0	1	1	2	1	0
No Response	96	98	95	96	93	95	100
OPTICAL CARE							
Paid by Company in Full	8	8	8	4	5	13	21
Paid by Employee in Full	2	2	3	2	3	3	3
Company/Employee Share Cost	3	3	2	4	2	6	11
No Response	87	87	87	90	90	78	65
PHYSICAL EXAM (PERIODIC)							
Paid by Company in Full	24	26	26	24	23	19	23
Paid by Employee in Full	3	2	2	2	3	4	1
Company/Employee Share Cost	4	3	3	6	4	5	11
No Response	69	69	69	68	70	72	65
THRIFT/SAVINGS							
Paid by Company in Full	2	2	2	2	2	1	1
Paid by Employee in Full	11	13	10	11	10	12	3
Company/Employee Share Cost	15	15	14	14	18	15	8
No Response	72	70	74	73	70	72	88

COMPANY POLICIES ON PENSION PLANS

Pension plans are high on the list of benefits for exempt personnel. In the United States, the majority of reporting firms provide employees with liberal pension benefits. Sixty-three percent of the respondents pay the full cost of this benefit; 13% indicate costs are shared by company and employee; only 1% of costs are paid by the employee; 23% did not answer the question.

Most Canadian firms also indicate they have pension plans for exempt employees. Sixty-two percent of respondents report pension costs are shared by company and employee; 28% report costs are paid by the company; 2% report costs are paid by the employee; 8% did not answer.

In both countries pension plans are based on age and/or length of service. The following tables indicate percentage figures on the administration of the plans.

Basis of Benefit Formula

	United States	Canada
Career Average	14%	17%
Final Pay	46%	49%
Flat Benefit per Years of Service	6%	11%
Other	4%	6%
No Answer	30%	17%

Annual Reduction of Benefits upon Early Retirement

	United States	Canada
None	11%	12%
0 to 2% per year	10%	11%
2 to 4% per year	12%	11%
4 to 6% per year	19%	28%
Over 6%	12%	13%
No Answer	36%	25%

Survivor Benefits

	United States	Canada
Yes	69%	72%
No	5%	12%
No Answer	26%	16%

Pension Plan Integrated With Social Security

	United States	Canada
Yes	45%	0
No	31%	0
No Answer	24%	0

Earliest Retirement Age

	United States	Canada
Age 50	5%	2%
Age 55	52%	51%
Age 60	6%	11%
Age 62 & over	13%	20%
No Answer	24%	16%

COMPANY POLICIES ON SALARY INCREASES

In the United States 51% of the respondents give salary increases to management employees on a merit basis; 36% give increases on a merit and general basis; 9% give increases on a general or cost of living basis; 2% give increases on another basis and 2% did not respond to the question. There is little change in these figures when compared with last year's figures.

The Canadian companies indicate that 61% of salary increases are given to exempt personnel on a merit and general basis. Nineteen percent give increases on a merit basis only; 18% give increases on a general or cost of living basis; while 2% mentioned "other" basis or did not reply. These figures show little change when compared with last years figures.

The following charts present percentage figures reported for Canada; Total United States and the five regions in the United States.

Type of Salary Increases Granted to Exempt Employees	Total U.S.	Eastern U.S.	East Central U.S.	West Central U.S.	Southern U.S.	Western U.S.	Canada
Merit	51%	52%	52%	51%	52%	44%	19%
General (Including Cost of Living)	9%	9%	9%	10%	7%	11%	18%
Merit and General	36%	34%	35%	34%	38%	40%	61%
Other	2%	2%	3%	3%	2%	3%	1%
No Answer	2%	3%	1%	2%	1%	2%	1%

Highlights
Salary Data for U.S. and Canada

The findings in this report reflect results of an in-depth survey on annual base compensation for 63,093 management employees in 3,686 companies in 115 cities throughout the United States and Canada.

Types of business represented in the survey are Manufacturing/Processing; Bank/Insurance/Financial; Retail/Wholesale Distribution; Utilities; All others – Governmental, Educational, Medical, and Employment.

As of September 17, 1981, the average annual salary for the 20 key "benchmark" positions surveyed in the United States was $25,894. The salaries range from $16,300 to $33,900.

In Eastern United States the average salary was $25,595 and the range was from $17,600 to $35,100; in East Central U.S. the average salary was $26,410. The lowest salary was $18,000 and the highest was $36,300.

In West Central U.S. the average salary was $25,733 with a low of $16,200 to a high of $33,100; in Southern U.S. the average salary was $25,922. The range of salaries in the South went from $16,900 to $33,800.

In the West the average salary for the 20 positions in the survey was $25,682. The salaries range from $15,400 to $34,400.

In Canada, the average salary for the 20 positions in the survey is $27,857. The salaries range from $20,600 to $36,100 and are presented in Canadian funds.

The figures below indicate the percentage of increase in annual salaries over last year's rates. This year the positions of compensation manager and advertising manager were replaced by word processing supervisor and word processing manager.

UNITED STATES

	1980	1981	% of Increase
Accounting Manager	$26,300	$28,500	8.4%
Auditing Manager	27,200	29,300	7.7%
Cost Accounting Manager	24,300	26,400	8.6%
Payroll Supervisor	18,400	20,000	8.7%
Credit & Collection Mgr.	22,600	24,900	10.2%
Personnel Director	28,800	32,000	11.1%
Employment Manager	22,100	24,500	10.8%
Customer Service Manager	23,100	24,600	6.5%
Word Processing Manager	–	23,900	–
Word Processing Sup.	–	16,300	–

UNITED STATES

	1980	1981	% of Increase
Mgr. Elec. Data Processing	$29,300	$32,200	9.9%
Branch Manager	23,200	25,000	7.6%
Sales Manager	29,800	33,900	13.7%
Manager, Admin. Services	24,600	26,500	7.7%
Warehouse Manager	22,100	24,100	9.0%
Plant Manager	31,700	33,700	6.3%
Foreman	21,300	23,400	9.8%
General Foreman	24,600	27,100	10.2%
Purchasing Manager	25,000	28,400	13.6%
Buyer	20,200	22,100	9.4%

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL SUPERVISOR	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	WORD PROCESSING SUPERVISOR	MANAGER, ELECTRONIC DATA PROCESSING	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

TOTAL UNITED STATES

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.5	29.3	26.4	20.0	24.9	32.0	24.5	24.6	23.9	16.3	32.2	25.0	33.9	26.5	24.1	33.7	23.4	27.1	28.4	22.1
FIRST QUARTILE	22.5	23.5	21.5	15.5	19.5	25.5	18.5	18.5	20.5	13.5	27.5	18.5	27.5	20.5	18.5	27.5	20.5	22.5	23.5	18.5
MEDIAN	28.5	29.5	25.5	18.5	24.5	32.5	23.5	24.5	24.5	15.5	32.5	23.5	34.5	25.5	23.5	34.5	23.5	26.5	27.5	21.5
THIRD QUARTILE	33.5	33.5	30.5	24.5	29.5	39.0	29.5	29.5	26.5	17.5	37.0	30.5	41.0	32.5	28.5	41.0	26.5	31.5	33.5	25.5
NO. COMPANIES	2473	883	850	1508	1108	2042	987	1015	351	604	1660	863	1334	1285	1041	1110	1262	995	1632	1323
NO. EMPLOYEES	3189	1282	1135	1862	1381	2335	1158	1385	593	1209	2116	6081	3007	1598	1641	2180	17055	4479	1961	3829

CANADA

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.8	32.9	26.7	20.6	25.2	36.1	26.0	25.4	27.7	28.0	31.9	29.8	32.7	27.0	25.1	33.1	26.0	26.9	29.1	23.5
FIRST QUARTILE	25.5	26.5	22.5	16.5	20.5	28.5	20.5	21.5	23.5	18.5	27.5	24.5	26.5	21.5	20.5	26.5	22.5	23.5	23.5	19.5
MEDIAN	29.5	32.5	25.5	20.5	24.5	39.0	25.5	24.5	25.5	23.5	30.5	30.5	32.5	24.5	24.5	32.5	26.5	27.5	28.5	23.5
THIRD QUARTILE	37.0	41.0	28.5	22.5	28.5	44.0	29.5	26.5	32.5	39.0	35.5	33.5	39.0	30.5	27.5	41.0	30.5	30.5	35.5	28.5
NO. COMPANIES	185	45	67	104	98	113	68	76	18	37	93	91	130	84	76	101	114	86	111	115
NO. EMPLOYEES	247	66	71	120	113	145	76	101	19	67	100	266	255	117	84	134	970	216	143	307

ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL SUPERVISOR	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	WORD PROCESSING SUPERVISOR	MANAGER, ELECTRONIC DATA PROCESSING	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

EASTERN UNITED STATES

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.9	29.2	25.5	20.1	25.2	31.3	24.6	24.3	22.2	17.6	31.7	23.1	35.1	27.6	23.3	35.0	22.7	26.0	28.7	21.7
FIRST QUARTILE	22.5	23.5	21.5	15.5	19.5	24.5	19.5	18.5	18.5	14.5	26.5	17.5	29.5	20.5	18.5	29.5	19.5	21.5	23.5	18.5
MEDIAN	27.5	28.5	23.5	18.5	24.5	30.5	23.5	23.5	21.5	16.5	32.5	21.5	37.0	27.5	21.5	35.5	22.5	25.5	27.5	21.5
THIRD QUARTILE	32.5	34.5	29.5	24.5	29.5	39.0	28.5	28.5	24.5	19.5	37.0	27.5	43.0	34.5	27.5	43.0	26.5	30.5	33.5	25.5
NO. COMPANIES	731		262		310		274		91		463		416		289		448		503	
NO. EMPLOYEES	964	228	377	461	379	608	300	341	101	146	579	214	913	334	417	406	4912	372	567	406
		330		497		651		438		162		1631		407		608		1277		1067

EAST CENTRAL UNITED STATES

TOTAL ALL TYPES OF BUSINESS

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.5	29.2	27.2	21.5	26.1	33.4	25.0	25.7	23.4	18.0	32.4	24.3	34.8	27.7	26.0	36.3	24.0	28.6	29.8	23.6
FIRST QUARTILE	23.5	24.5	21.5	16.5	19.5	28.5	19.5	20.5	18.5	14.5	28.5	17.5	29.5	21.5	20.5	31.5	21.5	24.5	24.5	19.5
MEDIAN	29.5	29.5	27.5	20.5	25.5	35.5	24.5	25.5	23.5	17.5	32.5	22.5	35.5	27.5	25.5	37.0	23.5	28.5	29.5	22.5
THIRD QUARTILE	34.5	32.5	31.5	26.5	31.5	37.0	29.5	29.5	27.5	20.5	35.5	29.5	43.0	32.5	30.5	44.0	26.5	32.5	34.5	26.5
NO. COMPANIES	469		212		230		210		62		349		263		214		278		333	
NO. EMPLOYEES	617	178	255	318	295	405	247	222	62	111	533	164	597	237	311	227	5232	205	417	271
		260		376		587		313		142		1574		266		381		1084		826

WEST GENTRAL UNITED STATES

TOTAL ALL TYPES OF BUSINESS

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.2	27.5	25.8	18.5	23.6	31.0	23.5	25.2	20.6	16.2	31.3	25.7	33.1	25.1	23.6	29.8	23.6	27.2	27.6	22.2
FIRST QUARTILE	23.5	22.5	21.5	14.5	19.5	24.5	17.5	19.5	16.5	13.5	26.5	20.5	27.5	18.5	18.5	23.5	20.5	23.5	22.5	17.5
MEDIAN	27.5	27.5	24.5	17.5	22.5	30.5	22.5	24.5	20.5	15.5	31.5	23.5	33.5	24.5	22.5	29.5	23.5	27.5	27.5	21.5
THIRD QUARTILE	32.5	32.5	30.5	21.5	27.5	37.0	28.5	31.5	24.5	17.5	35.5	30.5	41.0	30.5	28.5	37.0	25.5	30.5	32.5	24.5
NO. COMPANIES	481		159		234		196		79		328		264		193		218		316	
NO. EMPLOYEES	589	164	195	253	292	398	227	187	82	123	392	166	526	266	260	182	2498	165	372	248
		208		315		425		257		139		770		318		513		704		737

SOUTHERN UNITED STATES

TOTAL ALL TYPES OF BUSINESS

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.1	29.7	27.3	21.1	24.5	32.1	24.8	23.3	23.8	16.9	33.0	25.8	33.2	26.4	23.9	33.8	23.4	27.2	27.3	21.3
FIRST QUARTILE	22.5	23.5	22.5	15.5	19.5	25.5	18.5	16.5	17.5	13.5	27.5	18.5	25.5	19.5	18.5	26.5	19.5	22.5	21.5	17.5
MEDIAN	28.5	28.5	26.5	19.5	23.5	32.5	23.5	22.5	22.5	15.5	33.5	23.5	34.5	25.5	23.5	34.5	23.5	26.5	26.5	21.5
THIRD QUARTILE	34.5	34.5	30.5	25.5	28.5	39.0	30.5	28.5	28.5	19.5	39.0	32.5	41.0	32.5	30.5	41.0	26.5	31.5	33.5	24.5
NO. COMPANIES	485		143		195		207		76		327		226		218		210		297	
NO. EMPLOYEES	596	208	220	288	239	405	249	179	88	140	380	184	544	263	504	192	3650	161	382	242
		350		367		432		269		170		1019		346		512		1092		773

WESTERN UNITED STATES

TOTAL ALL TYPES OF BUSINESS

	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.0	31.4	27.4	18.2	25.2	31.7	24.8	24.5	25.8	15.4	32.9	27.6	32.2	25.4	23.9	34.4	23.9	26.3	28.0	21.8
FIRST QUARTILE	22.5	27.5	22.5	14.5	19.5	24.5	19.5	18.5	25.5	13.5	27.5	22.5	26.5	18.5	19.5	29.5	19.5	21.5	23.5	18.5
MEDIAN	27.5	31.5	27.5	16.5	24.5	31.5	23.5	23.5	26.5	14.5	33.5	26.5	32.5	25.5	22.5	35.5	23.5	26.5	27.5	21.5
THIRD QUARTILE	32.5	35.5	31.5	20.5	29.5	41.0	29.5	28.5	26.5	16.5	39.0	32.5	39.0	31.5	26.5	41.0	28.5	30.5	32.5	24.5
NO. COMPANIES	307		74		139		100		43		193		165		127		108		183	
NO. EMPLOYEES	420	105	88	188	176	226	135	86	260	84	232	135	427	185	149	103	763	92	223	156
		134		307		240		108		596		1087		261		166		322		426

Summary Of Annual Salary Levels For Management Positions In The United States

Here is a summary of the average salary levels for all of the participating companies in the United States. The data reflects the total number of employees reported by job title at various levels of annual base compensation.

An "A" has been placed to the left of the number of employees that fall in the salary level representing the average annual base salary for all employees in the management positions surveyed.

For example, by referring to the chart you can determine that of the 2,335 Personnel Directors reported, a total of 95 earned a salary of $31,001 to $32,000 and the average is within this range; of 6,081 Branch Managers a total of 304 earned a salary of $24,001 to $25,000 and the average falls within this range. This theory can be applied to interpret the salaries for each position in the survey.

For easy reference, the shaded figures for each job indicate the number of employees by consecutive salary levels which represent the range from the first quartile to the third quartile inclusively (the middle 50 percent).

Looking at the position of Accounting Manager, it can be determined that the shaded area covers the range of $22,001 to $34,000. The first quartile salaries are within the $22,001 to $23,000 group and the third quartile salaries are in the $33,001 to $34,000 group; consequently all in between are shaded.

For the position of Manager-Electronic Data Processing, the shaded area shows a salary range of $27,001 to $38,000. The first quartile rates are in the $27,001 to $28,000 group and the third quartile rates are in the $36,001 to $38,000 group; consequently all in between are shaded.

This procedure can be applied to each position in the survey.

ANNUAL SALARY LEVEL	A ACCOUNTING MANAGER	B AUDITING MANAGER	C COST ACCOUNTING MANAGER	D PAYROLL SUPERVISOR	E CREDIT & COLLECTION MANAGER	F PERSONNEL DIRECTOR
UNDER-12000	12		4	84	30	2
12001-13000	13	2	3	101	31	6
13001-14000	15	3	4	119	32	10
14001-15000	41	8	15	153	31	18
15001-16000	41	15	18	151	41	16
16001-17000	51	14	24	110	46	35
17001-18000	72	20	27	126	46	36
18001-19000	81	40	47	114	58	41
19001-20000	113	31	47	113	68	50
20001-21000	104	46	48	A 97	60	46
21001-22000	126	37	78	75	53	60
22001-23000	135	56	90	80	65	70
23001-24000	148	55	63	69	71	80
24001-25000	142	54	53	71	A 98	89
25001-26000	185	67	50	48	66	81
26001-27000	140	57	A 68	68	67	72
27001-28000	169	90	60	65	61	82
28001-29000	A 146	52	43	25	54	74
29001-30000	134	A 90	54	38	50	102
30001-31000	150	57	58	39	32	110
31001-32000	133	62	50	42	43	A 95
32001-33000	143	70	38	17	29	90
33001-34000	124	62	27	13	33	82
34001-35000	109	44	33	14	32	84
35001-36000	93	43	20	3	26	135
36001-38000	127	47	34	13	34	164
38001-40000	136	50	27	7	28	116
40001-42000	68	30	12	3	29	92
42001-44000	68	25	7	1	10	70
44001-OVER	142	78	25	1	21	341
TOTAL EMPLOYEES	3189	1282	1135	1862	1381	2335

EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	WORD PROCESSING SUPERVISOR	MANAGER, ELECTRONIC DATA PROCESSING	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
G	H	I	J	K	L	M	N	O	P	Q	R	S	T

NUMBER OF EMPLOYEES BY JOB RATE

G	H	I	J	K	L	M	N	O	P	Q	R	S	T	TOTAL NUMBER OF EMPLOYEES
15	33	4	78	1	46	14	33	20	1	69	13	8	57	524
23	55	8	97	4	69	16	26	66	3	50	12	11	61	657
27	29	12	[illegible]	9	103	13	48	21	4	135	33	9	93	880
32	36	14	[illegible]	13	134	18	33	31	4	205	28	54	114	1166
35	38	14	[illegible]	14	189	10	45	37	16	380	33	19	191	1427
56	57	21	A [illegible]	27	510	17	52	72	35	483	55	37	197	2155
[illegible]	59	24	[illegible]	26	389	27	61	73	20	750	73	46	207	2199
[illegible]	[illegible]	20	41	15	[illegible]	33	41	[illegible]	36	977	128	40	[illegible]	2508
[illegible]	[illegible]	20	46	30	[illegible]	39	53	[illegible]	21	[illegible]	101	57	[illegible]	2702
[illegible]	[illegible]	[illegible]	40	27	[illegible]	40	[illegible]	[illegible]	42	[illegible]	149	61	[illegible]	2811
[illegible]	[illegible]	[illegible]	28	30	[illegible]	51	[illegible]	[illegible]	32	[illegible]	234	85	[illegible]	3001
[illegible]	[illegible]	[illegible]	22	47	[illegible]	56	[illegible]	[illegible]	36	[illegible]	[illegible]	62	A [illegible]	3489
[illegible]	[illegible]	A [illegible]	24	51	[illegible]	67	[illegible]	[illegible]	45A	[illegible]	[illegible]	[illegible]	[illegible]	3318
A [illegible]	A [illegible]	[illegible]	11	63	A [illegible]	114	[illegible]	A [illegible]	66	[illegible]	[illegible]	[illegible]	[illegible]	3656
[illegible]	[illegible]	[illegible]	12	75	[illegible]	77	[illegible]	[illegible]	72	[illegible]	[illegible]	[illegible]	[illegible]	2895
[illegible]	[illegible]	[illegible]	4	75	[illegible]	84	A [illegible]	[illegible]	90	[illegible]	[illegible]	[illegible]	184	3095
[illegible]	[illegible]	15	3	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	865	A [illegible]	[illegible]	179	2677
[illegible]	[illegible]	15	3	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	954	[illegible]	A [illegible]	77	2404
[illegible]	[illegible]	11	4	[illegible]	[illegible]	[illegible]	[illegible]	51	[illegible]	642	[illegible]	[illegible]	83	2274
26	31	7	4	[illegible]	[illegible]	[illegible]	[illegible]	61	[illegible]	332	[illegible]	[illegible]	64	1811
39	27	5	1	[illegible]	161	[illegible]	[illegible]	62	[illegible]	334	[illegible]	[illegible]	39	1758
31	32	3	3	A [illegible]	[illegible]	[illegible]	[illegible]	50	[illegible]	187	179	[illegible]	37	1538
24	38	2	[illegible]	[illegible]	78	A [illegible]	29	38	A [illegible]	141	162	[illegible]	34	1211
19	34	2	1	[illegible]	179	[illegible]	41	32	[illegible]	109	142	71	26	1353
27	26	15	2	[illegible]	144	[illegible]	65	20	[illegible]	60	106	63	20	1184
22	33	5	[illegible]	[illegible]	147	[illegible]	51	18	[illegible]	47	139	82	25	1454
21	33	1	[illegible]	132	118	[illegible]	50	26	[illegible]	27	93	62	29	1299
9	19	2	1	85	82	[illegible]	28	8	[illegible]	9	44	44	13	899
9	7	2	[illegible]	67	56	124	20	12	109	6	39	29	9	670
21	29	4	1	209	305	617	81	20	403	3	32	100	28	2461
1158		593		2116		3007		1641		17055		1961		
	1385		1209		6081		1598		2180		4479		3829	59476

A	ACCOUNTING MANAGER
B	AUDITING MANAGER
C	COST ACCOUNTING MANAGER
D	PAYROLL SUPERVISOR
E	CREDIT & COLLECTION MANAGER
F	PERSONNEL DIRECTOR
G	EMPLOYMENT MANAGER
H	CUSTOMER SERVICE MANAGER
I	WORD PROCESSING MANAGER
J	WORD PROCESSING SUPERVISOR
K	MANAGER, ELECTRONIC DATA PROCESSING
L	BRANCH MANAGER
M	SALES MANAGER
N	MANAGER, ADMIN. SERVICES
O	WAREHOUSE MANAGER
P	PLANT MANAGER
Q	FOREMAN
R	GENERAL FOREMAN
S	PURCHASING MANAGER
T	BUYER

(AMOUNTS IN THOUSANDS OF DOLLARS)

Total U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.9	32.8	27.3	21.0	26.4	32.2	26.2	26.5	26.1	19.3	32.0	28.7	35.8	27.6	25.3	35.7	23.5	27.7	29.9	22.2
FIRST QUARTILE	24.5	28.5	22.5	16.5	21.5	25.5	21.5	21.5	20.5	15.5	26.5	22.5	30.5	21.5	20.5	30.5	20.5	23.5	24.5	18.5
MEDIAN	29.5	32.5	26.5	20.5	25.5	31.5	25.5	25.5	24.5	18.5	31.5	27.5	37.0	26.5	24.5	37.0	23.5	27.5	29.5	21.5
THIRD QUARTILE	34.5	39.0	31.5	24.5	31.5	39.0	30.5	31.5	31.5	21.5	37.0	34.5	43.0	32.5	29.5	43.0	26.5	31.5	34.5	25.5
NO. COMPANIES	935	202	536	550	497	806	353	515	71	125	637	156	711	373	507	923	944	775	835	714
NO. EMPLOYEES	1137	225	610	585	617	885	402	670	83	134	701	665	1656	405	867	1660	13900	3476	1009	1902

BANKING/INSURANCE/FINANCIAL

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.9	27.8	26.8	18.9	23.4	31.1	23.7	23.2	21.3	16.1	32.5	23.2	32.9	29.2	19.4	30.5	17.9	21.7	23.9	18.5
FIRST QUARTILE	21.5	22.5	22.5	14.5	17.5	23.5	17.5	17.5	17.5	13.5	27.5	17.5	24.5	23.5	15.5	17.5	15.5	17.5	18.5	15.5
MEDIAN	27.5	27.5	26.5	17.5	22.5	30.5	22.5	22.5	21.5	15.5	32.5	21.5	34.5	29.5	18.5	32.5	16.5	19.5	23.5	18.5
THIRD QUARTILE	32.5	32.5	31.5	21.5	27.5	39.0	28.5	27.5	24.5	17.5	39.0	27.5	41.0	35.5	22.5	39.0	19.5	23.5	27.5	21.5
NO. COMPANIES	465	320	122	258	159	439	217	177	123	212	340	333	176	328	50	4	20	13	197	103
NO. EMPLOYEES	617	462	131	266	228	450	230	250	129	243	508	3694	366	396	56	5	132	43	202	168

RETAIL/WHOLESALE SALES AND DISTR.

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	25.9	27.2	25.7	18.1	23.9	30.8	22.3	21.2	21.6	16.6	31.8	27.5	30.4	23.6	23.1	24.2	20.7	23.3	26.8	23.7
FIRST QUARTILE	20.5	21.5	17.5	14.5	18.5	23.5	17.5	13.5	17.5	12.5	26.5	20.5	24.5	15.5	16.5	18.5	16.5	21.5	19.5	18.5
MEDIAN	25.5	27.5	25.5	16.5	22.5	30.5	21.5	19.5	19.5	14.5	31.5	25.5	29.5	22.5	22.5	24.5	20.5	23.5	26.5	22.5
THIRD QUARTILE	30.5	31.5	31.5	21.5	28.5	39.0	26.5	26.5	25.5	20.5	37.0	32.5	37.0	29.5	29.5	27.5	24.5	26.5	32.5	27.5
NO. COMPANIES	267	74	35	136	175	149	64	129	18	34	169	145	226	152	242	58	110	69	143	159
NO. EMPLOYEES	324	79	48	141	227	158	91	195	18	37	197	571	615	199	382	311	648	222	225	792

UTILITIES

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.2	33.3	31.2	25.8	26.9	37.4	27.6	31.8	27.1	21.2	36.1	35.4	34.0	32.5	28.0	33.6	26.6	30.3	33.4	29.8
FIRST QUARTILE	28.5	29.5	26.5	21.5	22.5	31.5	23.5	25.5	22.5	19.5	31.5	31.5	28.5	26.5	23.5	26.5	24.5	27.5	29.5	22.5
MEDIAN	34.5	32.5	30.5	25.5	26.5	39.0	27.5	32.5	24.5	21.5	35.5	34.5	32.5	31.5	26.5	32.5	26.5	31.5	33.5	29.5
THIRD QUARTILE	39.0	37.0	34.5	30.5	32.5	44.0	31.5	39.0	35.5	22.5	43.0	41.0	37.0	39.0	30.5	39.0	28.5	33.5	35.5	27.5
NO. COMPANIES	70	49	24	67	52	73	52	55	18	21	66	30	26	30	55	27	43	31	64	63
NO. EMPLOYEES	89	70	28	70	60	77	59	69	18	35	71	150	36	32	75	48	1084	216	65	196

ALL OTHER TYPES OF BUSINESS*

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.7	28.8	28.4	19.5	23.0	31.9	23.3	20.9	24.3	15.6	31.9	26.2	32.3	24.5	21.6	31.6	21.8	24.1	27.0	20.4
FIRST QUARTILE	22.5	23.5	20.5	14.5	17.5	26.5	17.5	15.5	21.5	13.5	27.5	20.5	26.5	17.5	17.5	24.5	18.5	21.5	21.5	16.5
MEDIAN	26.5	28.5	22.5	17.5	21.5	32.5	22.5	19.5	26.5	15.5	32.5	24.5	33.5	23.5	20.5	32.5	21.5	23.5	26.5	19.5
THIRD QUARTILE	32.5	32.5	27.5	23.5	27.5	37.0	28.5	25.5	26.5	16.5	35.5	30.5	41.0	30.5	25.5	37.0	25.5	26.5	32.5	23.5
NO. COMPANIES	736	238	133	497	225	575	301	139	121	212	448	199	195	402	187	98	185	107	393	284
NO. EMPLOYEES	1022	446	318	800	249	765	376	201	345	760	639	1001	334	566	261	156	1291	522	460	771

* (Gov't., Ed., Med., Emp., etc.)

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL SUPERVISOR	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	WORD PROCESSING SUPERVISOR	MANAGER, ELECTRONIC DATA PROCESSING	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER

(AMOUNTS IN THOUSANDS OF DOLLARS)

Eastern U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.1	32.9	27.2	20.5	26.3	31.2	25.9	26.1	23.8	19.6	31.2	28.0	35.7	27.9	23.6	35.5	22.8	26.2	29.4	21.9
FIRST QUARTILE	23.5	29.5	21.5	15.5	22.5	24.5	20.5	20.5	19.5	16.5	25.5	20.5	30.5	21.5	18.5	29.5	19.5	22.5	24.5	18.5
MEDIAN	28.5	32.5	26.5	19.5	25.5	30.5	24.5	25.5	21.5	18.5	30.5	27.5	37.0	26.5	22.5	35.5	22.5	25.5	28.5	21.5
THIRD QUARTILE	33.5	39.0	32.5	24.5	30.5	39.0	29.5	31.5	27.5	21.5	37.0	33.5	43.0	32.5	27.5	43.0	26.5	30.5	34.5	25.5
NO. COMPANIES	361		181		170		127		26		229		280		179		369		310	
NO. EMPLOYEES	422	54	188	215	207	302	165	216	26	44	236	59	615	128	260	360	4348	310	352	266
		72		223		316		260		44		258		135		554		1107		675

BANKING/INSURANCE/FINANCIAL

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.0	27.1	26.9	19.5	24.9	32.0	23.6	22.8	21.6	15.9	33.3	21.2	36.4	31.2	19.8	-	16.9	19.1	25.5	19.4
FIRST QUARTILE	20.5	22.5	22.5	16.5	19.5	24.5	18.5	17.5	18.5	13.5	27.5	16.5	31.5	26.5	17.5	-	15.5	16.5	20.5	16.5
MEDIAN	27.5	26.5	24.5	17.5	23.5	32.5	23.5	24.5	22.5	15.5	33.5	19.5	37.0	31.5	19.5	-	15.5	18.5	24.5	19.5
THIRD QUARTILE	31.5	31.5	32.5	22.5	27.5	39.0	27.5	27.5	24.5	18.5	39.0	24.5	41.0	35.5	22.5	-	17.5	21.5	28.5	21.5
NO. COMPANIES	109		38		35		62		30		85		41		17		6		51	
NO. EMPLOYEES	168	88	44	69	41	109	63	41	31	49	160	82	100	70	22	-	69	5	62	34
		143		70		112		57		53		1175		122		-		30		60

RETAIL/WHOLESALE SALES AND DISTR.

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	25.8	30.5	26.4	18.0	23.8	30.2	23.2	21.3	17.3	14.3	30.4	30.5	33.0	23.7	25.7	30.3	20.4	23.7	30.4	22.7
FIRST QUARTILE	18.5	22.5	23.5	13.5	18.5	22.5	17.5	17.5	16.5	12.0	25.5	25.5	27.5	17.5	21.5	24.5	17.5	22.5	24.5	17.5
MEDIAN	26.5	32.5	26.5	17.5	22.5	29.5	23.5	20.5	18.5	14.5	30.5	29.5	32.5	21.5	24.5	29.5	20.5	24.5	28.5	22.5
THIRD QUARTILE	31.5	37.0	29.5	19.5	29.5	39.0	26.5	23.5	19.5	15.5	34.5	37.0	41.0	29.5	30.5	37.0	23.5	27.5	39.0	26.5
NO. COMPANIES	63		6		36		11		5		41		42		51		30		31	
NO. EMPLOYEES	82	12	10	32	50	33	11	32	5	5	51	23	75	32	64	14	161	19	45	33
		14		32		33		40		5		46		33		14		44		163

UTILITIES

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.0	36.7	-	25.0	26.2	37.1	30.9	28.9	27.3	-	35.8	35.7	-	39.2	30.1	33.7	25.9	34.4	31.9	25.5
FIRST QUARTILE	29.5	35.5	-	21.5	26.5	29.5	25.5	25.5	24.5	-	32.5	33.5	-	32.5	27.5	31.5	24.5	32.5	29.5	23.5
MEDIAN	32.5	37.0	-	24.5	26.5	37.0	31.5	28.5	25.5	-	33.5	33.5	-	41.0	28.5	32.5	25.5	35.5	32.5	25.5
THIRD QUARTILE	39.0	39.0	-	29.5	29.5	44.0	34.5	31.5	29.5	-	44.0	37.0	-	41.0	31.5	44.0	27.5	39.0	33.5	27.5
NO. COMPANIES	13		-		6		8		4		12		-		5		9		12	
NO. EMPLOYEES	16	11	-	14	6	15	8	11	4	-	12	8	-	3	11	5	188	7	12	10
		17		14		15		13		-		11	-	3		10		36		28

ALL OTHER TYPES OF BUSINESS*

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.8	27.9	-	19.9	23.0	30.7	22.6	19.4	21.7	17.6	30.9	26.9	32.1	28.1	19.6	28.0	20.6	22.5	27.2	20.4
FIRST QUARTILE	22.5	22.5	-	14.5	17.5	24.5	16.5	14.5	18.5	14.5	23.5	19.5	24.5	17.5	16.5	20.5	16.5	15.5	21.5	16.5
MEDIAN	25.5	25.5	-	18.5	21.5	30.5	21.5	17.5	21.5	16.5	31.5	25.5	33.5	22.5	18.5	28.5	20.5	23.5	26.5	19.5
THIRD QUARTILE	30.5	32.5	-	25.5	25.5	35.5	27.5	23.5	22.5	18.5	37.0	31.5	41.0	30.5	21.5	38.5	24.5	26.5	32.5	22.5
NO. COMPANIES	185		-		61		66		26		96		49		37		34		89	
NO. EMPLOYEES	276	53	-	131	75	149	73	41	35	45	120	46	118	101	60	26	196	31	96	62
		84	-	158		175		68		57		187		114		29		60		161

* (Gov't., Ed., Med., Emp., etc.)

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL SUPERVISOR	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	WORD PROCESSING SUPERVISOR	MANAGER, ELECTRONIC DATA PROCESSING	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER

(AMOUNTS IN THOUSANDS OF DOLLARS)

East Central U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.6	33.5	28.0	22.3	28.6	33.2	26.6	27.3	25.5	20.2	33.0	32.1	36.1	28.0	27.1	36.9	24.1	28.7	31.0	23.6
FIRST QUARTILE	25.5	28.5	23.5	17.5	23.5	27.5	22.5	23.5	18.5	15.5	27.5	26.5	31.5	21.5	21.5	31.5	21.5	24.5	25.5	19.5
MEDIAN	31.5	32.5	27.5	20.5	28.5	32.5	25.5	26.5	24.5	19.5	33.5	34.5	37.0	26.5	26.5	37.0	23.5	28.5	30.5	22.5
THIRD QUARTILE	37.0	39.0	32.5	25.5	34.5	39.0	29.5	29.5	30.5	22.5	39.0	34.5	43.0	32.5	30.5	44.0	26.5	32.5	35.5	26.5
NO. COMPANIES	184		139		107		80		17		143		147		107		210		181	
NO. EMPLOYEES	251	46	174	127	184	167	90	115	17	23	172	26	372	81	170	190	4517	161	245	157
		53		144		207		161		26		102		92		321		955		476

BANKING/INSURANCE/FINANCIAL

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.2	27.5	25.8	17.8	23.1	31.3	22.6	21.9	21.5	16.7	30.8	23.3	32.1	28.1	20.6	-	16.8	27.0	22.1	17.4
FIRST QUARTILE	21.5	22.5	21.5	14.5	18.5	22.5	18.5	18.5	18.5	12.5	26.5	17.5	24.5	22.5	15.5	-	14.5	21.5	17.5	15.5
MEDIAN	28.5	26.5	25.5	16.5	22.5	30.5	21.5	21.5	21.5	16.5	30.5	21.5	30.5	27.5	21.5	-	17.5	25.5	21.5	17.5
THIRD QUARTILE	34.5	31.5	29.5	20.5	25.5	39.0	26.5	25.5	23.5	17.5	33.5	27.5	43.0	32.5	23.5	-	18.5	27.5	26.5	18.5
NO. COMPANIES	82		26		40		42		20		67		34		8		3		33	
NO. EMPLOYEES	93	58	26	42	64	82	47	38	20	35	106	69	66	53	9	-	23	3	89	12
		70		42		87		46		37		1204		57		-		4		17

RETAIL/WHOLESALE SALES AND DISTR.

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.1	29.1	20.7	19.4	22.9	31.9	25.9	23.9	-	18.6	32.7	25.0	33.1	25.9	26.3	31.1	20.6	26.0	31.5	24.9
FIRST QUARTILE	22.5	27.5	14.5	15.5	15.5	27.5	17.5	17.5	-	13.5	28.5	22.5	26.5	19.5	19.5	25.5	18.5	22.5	24.5	20.5
MEDIAN	26.5	28.5	17.5	17.5	23.5	30.5	25.5	23.5	-	15.5	33.5	22.5	35.5	26.5	25.5	29.5	19.5	24.5	30.5	25.5
THIRD QUARTILE	30.5	34.5	26.5	22.5	28.5	39.0	31.5	27.5	-	22.5	39.0	29.5	46.0	31.5	31.5	37.0	23.5	27.5	37.0	29.5
NO. COMPANIES	48		9		26		16		-		30		36		47		22		27	
NO. EMPLOYEES	65	18	14	31	27	31	16	27	-	5	36	25	80	25	76	16	165	15	35	30
		19		34		35		44		8		92		26		31		48		166

UTILITIES

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.7	31.3	31.4	27.7	30.8	38.7	27.1	34.4	29.9	21.3	35.6	37.4	33.5	34.6	27.4	34.9	26.3	30.8	36.1	25.3
FIRST QUARTILE	28.5	26.5	28.5	23.5	25.5	32.5	23.5	25.5	18.5	19.5	31.5	29.5	26.5	25.5	23.5	28.5	24.5	27.5	32.5	22.5
MEDIAN	33.5	31.5	29.5	26.5	29.5	44.0	25.5	39.0	24.5	20.5	35.5	39.0	29.5	34.5	26.5	33.5	26.5	30.5	34.5	24.5
THIRD QUARTILE	37.0	34.5	34.5	30.5	35.5	44.0	27.5	41.0	35.5	23.5	39.0	43.0	44.0	39.0	30.5	41.0	28.5	33.5	37.0	27.5
NO. COMPANIES	14		9		13		10		4		12		7		12		9		11	
NO. EMPLOYEES	17	9	10	14	13	13	15	11	4	7	15	6	10	6	14	5	216	7	11	13
		10		15		17		17		20		20		7		10		29		39

ALL OTHER TYPES OF BUSINESS*

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.0	28.0	25.8	21.7	22.9	34.1	23.9	22.2	22.0	16.4	32.5	24.5	32.9	27.1	21.9	35.4	23.1	27.9	28.4	22.1
FIRST QUARTILE	19.5	23.5	20.5	16.5	17.5	31.5	18.5	16.5	17.5	13.5	30.5	17.5	26.5	20.5	18.5	28.5	20.5	22.5	22.5	17.5
MEDIAN	28.5	29.5	25.5	21.5	21.5	35.5	21.5	21.5	21.5	16.5	33.5	22.5	34.5	27.5	20.5	37.0	22.5	26.5	28.5	21.5
THIRD QUARTILE	32.5	31.5	31.5	26.5	26.5	37.0	28.5	26.5	25.5	17.5	34.5	28.5	44.0	32.5	26.5	39.0	26.5	31.5	32.5	26.5
NO. COMPANIES	141		29		44		62		19		97		39		40		34		76	
NO. EMPLOYEES	191	47	31	104	47	112	79	31	19	41	204	38	69	72	42	16	305	19	87	59
		108		141		241		85		51		159		84		19		48		128

* (Gov't., Ed., Med., Emp., etc.)

A	ACCOUNTING MANAGER
B	AUDITING MANAGER
C	COST ACCOUNTING MANAGER
D	PAYROLL SUPERVISOR
E	CREDIT & COLLECTION MANAGER
F	PERSONNEL DIRECTOR
G	EMPLOYMENT MANAGER
H	CUSTOMER SERVICE MANAGER
I	WORD PROCESSING MANAGER
J	WORD PROCESSING SUPERVISOR
K	MANAGER, ELECTRONIC DATA PROCESSING
L	BRANCH MANAGER
M	SALES MANAGER
N	MANAGER, ADMIN. SERVICES
O	WAREHOUSE MANAGER
P	PLANT MANAGER
Q	FOREMAN
R	GENERAL FOREMAN
S	PURCHASING MANAGER
T	BUYER

(AMOUNTS IN THOUSANDS OF DOLLARS)

West Central U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.0	33.1	27.9	21.4	25.2	32.6	26.8	25.9	30.2	19.8	32.8	29.4	36.8	27.8	26.2	35.3	23.7	29.5	29.9	21.8
FIRST QUARTILE	23.5	29.5	23.5	15.5	19.5	26.5	20.5	20.5	22.5	14.5	28.5	23.5	31.5	21.5	21.5	29.5	20.5	24.5	24.5	17.5
MEDIAN	29.5	32.5	26.5	20.5	24.5	32.5	26.5	24.5	35.5	19.5	33.5	26.5	39.0	25.5	25.5	37.0	23.5	29.5	29.5	21.5
THIRD QUARTILE	35.5	37.0	33.5	25.5	29.5	41.0	31.5	30.5	35.5	21.5	37.0	37.0	44.0	33.5	31.5	43.0	26.5	33.5	34.5	24.5
NO. COMPANIES	149		83		69		63		12		95		97		87		133		119	
NO. EMPLOYEES	175	38	96	81	82	135	73	60	23	26	102	25	246	56	257	149	2419	111	144	111
		43		85		148		95		29		116		58		374		659		281

BANKING/INSURANCE/FINANCIAL

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.9	28.2	26.9	18.0	22.5	31.4	23.9	23.0	19.7	15.4	32.3	23.5	28.8	28.6	16.8	-	20.9	30.9	22.3	17.4
FIRST QUARTILE	20.5	22.5	23.5	14.5	16.5	23.5	17.5	18.5	17.5	12.5	26.5	17.5	21.5	22.5	14.5	-	14.5	17.5	17.5	15.5
MEDIAN	27.5	25.5	26.5	16.5	22.5	31.5	21.5	23.5	18.5	14.5	32.5	20.5	28.5	28.5	16.5	-	20.5	31.5	21.5	16.5
THIRD QUARTILE	33.5	32.5	30.5	19.5	25.5	41.0	28.5	26.5	22.5	16.5	39.0	26.5	35.5	33.5	18.5	-	24.5	39.0	24.5	18.5
NO. COMPANIES	104		22		30		45		22		74		33		11		4		44	
NO. EMPLOYEES	130	74	22	56	46	95	47	37	22	45	98	64	86	77	11	-	14	3	46	20
		118		59		96		46		54		535		80		-		6		30

RETAIL/WHOLESALE SALES AND DISTR.

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	25.3	24.3	22.6	16.8	25.3	30.3	20.6	18.2	20.9	15.5	32.5	27.8	29.0	21.6	19.3	25.2	20.8	19.6	22.2	21.9
FIRST QUARTILE	20.5	21.5	19.5	14.5	20.5	24.5	15.5	12.5	16.5	12.0	27.5	19.5	22.5	13.5	12.5	21.5	14.5	14.5	14.5	15.5
MEDIAN	25.5	24.5	21.5	15.5	23.5	28.5	19.5	14.5	20.5	13.5	32.5	26.5	24.5	17.5	16.5	24.5	20.5	22.5	16.5	20.5
THIRD QUARTILE	28.5	27.5	23.5	19.5	29.5	35.5	23.5	19.5	21.5	17.5	35.5	33.5	37.0	26.5	24.5	26.5	27.5	22.5	27.5	24.5
NO. COMPANIES	57		8		39		11		5		43		56		50		24		27	
NO. EMPLOYEES	63	17	8	29	45	36	13	36	5	8	44	40	146	35	127	8	173	13	64	31
		18		30		38		70		8		174		74		64		76		123

UTILITIES

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.3	30.4	31.0	25.1	24.6	35.4	27.9	30.8	-	20.7	37.2	35.7	34.9	31.8	26.1	30.8	25.3	28.4	33.8	23.5
FIRST QUARTILE	25.5	27.5	19.5	19.5	22.5	27.5	21.5	22.5	-	19.5	31.5	32.5	30.5	27.5	23.5	25.5	23.5	23.5	27.5	20.5
MEDIAN	31.5	29.5	34.5	24.5	24.5	33.5	28.5	30.5	-	19.5	37.0	34.5	32.5	28.5	24.5	28.5	25.5	29.5	32.5	24.5
THIRD QUARTILE	39.0	31.5	37.0	29.5	27.5	44.0	34.5	39.0	-	22.5	44.0	37.0	41.0	37.0	27.5	37.0	28.5	33.5	39.0	25.5
NO. COMPANIES	18		6		14		13		-		18		8		17		14		17	
NO. EMPLOYEES	22	8	9	16	18	18	14	18	-	5	18	10	14	10	27	10	420	6	18	17
		21		17		18		24	-	6		46		10		16		60		59

ALL OTHER TYPES OF BUSINESS*

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.9	30.5	26.6	22.3	24.4	32.3	23.8	21.9	22.7	16.7	33.2	26.1	34.5	26.7	23.6	33.9	21.4	23.5	27.8	20.3
FIRST QUARTILE	23.5	24.5	22.5	17.5	18.5	25.5	18.5	16.5	18.5	13.5	27.5	17.5	29.5	20.5	17.5	28.5	18.5	21.5	21.5	16.5
MEDIAN	29.5	28.5	27.5	22.5	24.5	32.5	23.5	21.5	22.5	15.5	32.5	23.5	34.5	25.5	22.5	35.5	20.5	23.5	26.5	19.5
THIRD QUARTILE	37.0	37.0	30.5	27.5	28.5	39.0	29.5	26.5	26.5	18.5	41.0	33.5	39.0	32.5	29.5	39.0	25.5	26.5	33.5	23.5
NO. COMPANIES	157		24		43		75		33		97		32		53		35		90	
NO. EMPLOYEES	206	71	85	106	48	121	102	28	34	56	118	45	52	85	82	24	624	28	110	63
		150		176		134		34		73		148		124		57		291		280

* (Gov't., Ed., Med., Emp., etc.)

	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL SUPERVISOR	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	WORD PROCESSING SUPERVISOR	MANAGER, ELECTRONIC DATA PROCESSING	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

Southern U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.6	31.8	25.9	20.3	24.8	32.5	26.4	26.3	22.2	18.3	31.0	26.2	35.6	26.2	24.6	34.9	23.4	27.5	29.4	21.5
FIRST QUARTILE	25.5	26.5	22.5	16.5	19.5	27.5	21.5	19.5	17.5	13.5	25.5	22.5	29.5	20.5	20.5	30.5	20.5	24.5	25.5	18.5
MEDIAN	29.5	32.5	25.5	19.5	24.5	31.5	26.5	24.5	22.5	17.5	31.5	25.5	35.5	25.5	23.5	35.5	23.5	27.5	28.5	21.5
THIRD QUARTILE	33.5	35.5	30.5	24.5	28.5	39.0	30.5	32.5	23.5	20.5	35.5	27.5	43.0	31.5	28.5	41.0	25.5	30.5	33.5	23.5
NO. COMPANIES	153		90		105		58		11		120		126		88		163		152	
NO. EMPLOYEES	190	36	98	79	131	136	67	91	11	22	135	25	284	68	129	183	2053	128	187	127
		39		85		146		118		25		129		78		280		538		359

BANKING/INSURANCE/FINANCIAL

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.5	26.7	27.6	18.9	22.9	30.0	23.6	25.0	20.4	15.5	32.9	23.8	33.4	27.8	18.8	-	20.4	-	25.1	18.1
FIRST QUARTILE	25.5	21.5	23.5	14.5	17.5	22.5	16.5	19.5	15.5	13.5	28.5	17.5	24.5	22.5	14.5	-	15.5	-	19.5	15.5
MEDIAN	28.5	27.5	28.5	18.5	21.5	29.5	21.5	23.5	21.5	15.5	32.5	22.5	34.5	26.5	19.5	-	17.5	-	26.5	17.5
THIRD QUARTILE	34.5	31.5	32.5	21.5	27.5	39.0	28.5	32.5	23.5	17.5	39.0	27.5	44.0	33.5	20.5	-	24.5	-	29.5	20.5
NO. COMPANIES	107		27		33		45		36		76		41		11		4		36	
NO. EMPLOYEES	134	66	30	55	49	103	49	41	39	54	102	74	73	77	11	-	14	-	37	23
		82		58		105		75		61		302		84		-		-		36

RETAIL/WHOLESALE SALES AND DISTR.

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	25.3	25.6	31.6	18.0	23.1	30.6	21.9	23.4	25.5	-	32.1	24.0	27.8	24.1	23.7	22.1	20.5	23.7	26.8	25.0
FIRST QUARTILE	20.5	19.5	23.5	13.5	17.5	21.5	15.5	19.5	17.5	-	25.5	18.5	22.5	16.5	18.5	16.5	16.5	19.5	21.5	18.5
MEDIAN	23.5	25.5	32.5	16.5	22.5	30.5	20.5	22.5	21.5	-	31.5	22.5	25.5	24.5	23.5	22.5	19.5	23.5	24.5	22.5
THIRD QUARTILE	29.5	27.5	39.0	22.5	26.5	39.0	28.5	28.5	28.5	-	39.0	27.5	34.5	29.5	28.5	26.5	23.5	24.5	31.5	29.5
NO. COMPANIES	52		7		33		17		4		26		45		52		18		33	
NO. EMPLOYEES	62	16	10	21	44	28	17	23	4	-	32	21	104	32	69	13	92	10	44	32
		17		21		28		26		-		70		33		195		27		217

UTILITIES

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.3	32.8	31.9	25.1	24.8	37.4	25.6	33.0	-	-	34.8	34.5	31.4	29.3	28.4	37.8	29.3	30.4	32.8	25.9
FIRST QUARTILE	27.5	28.5	24.5	18.5	15.5	32.5	20.5	25.5	-	-	28.5	30.5	27.5	23.5	21.5	28.5	25.5	27.5	29.5	23.5
MEDIAN	35.5	32.5	34.5	26.5	21.5	39.0	25.5	34.5	-	-	34.5	33.5	28.5	27.5	26.5	43.0	29.5	30.5	32.5	25.5
THIRD QUARTILE	39.0	34.5	34.5	29.5	31.5	44.0	27.5	37.0	-	-	43.0	39.0	35.5	31.5	33.5	44.0	32.5	32.5	35.5	26.5
NO. COMPANIES	16		5		12		14		-		13		5		12		8		15	
NO. EMPLOYEES	20	12	5	16	16	17	15	11	-	-	15	9	5	8	14	5	193	8	15	13
		13		17		17		11		-		72		9		9		75		30

ALL OTHER TYPES OF BUSINESS*

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.1	25.1	23.0	16.5	21.2	29.4	21.2	20.1	19.4	15.8	29.4	25.7	30.4	22.3	20.0	30.6	21.7	-	24.6	18.7
FIRST QUARTILE	21.5	20.5	19.5	13.5	16.5	23.5	16.5	15.5	15.5	13.5	25.5	20.5	22.5	16.5	15.5	23.5	18.5	-	20.5	15.5
MEDIAN	25.5	22.5	21.5	15.5	20.5	29.5	20.5	18.5	18.5	14.5	29.5	23.5	29.5	20.5	18.5	30.5	19.5	-	23.5	17.5
THIRD QUARTILE	30.5	27.5	23.5	17.5	24.5	34.5	24.5	22.5	22.5	16.5	33.5	31.5	37.0	26.5	23.5	37.0	24.5	-	28.5	20.5
NO. COMPANIES	153		30		51		62		27		93		47		30		25		80	
NO. EMPLOYEES	183	34	52	82	52	114	79	21	27	37	108	37	60	81	37	19	146	-	89	53
		57		134		129		27		43		197		114		26		-		95

* (Gov't., Ed., Med., Emp., etc.)

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL SUPERVISOR	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	WORD PROCESSING SUPERVISOR	MANAGER, ELECTRONIC DATA PROCESSING	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER

(AMOUNTS IN THOUSANDS OF DOLLARS)

Western U.S. — Salaries by Type of Business

MANUFACTURING/PROCESSING

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.1	32.1	26.7	19.7	26.9	31.8	25.1	27.4	29.6	17.4	32.6	29.7	34.1	28.4	24.9	35.8	23.6	25.6	30.0	21.8
FIRST QUARTILE	23.5	25.5	22.5	15.5	21.5	23.5	20.5	21.5	26.5	12.5	27.5	17.5	29.5	23.5	19.5	31.5	18.5	21.5	25.5	18.5
MEDIAN	29.5	33.5	27.5	19.5	27.5	32.5	24.5	27.5	26.5	16.5	31.5	30.5	35.5	27.5	24.5	35.5	22.5	24.5	29.5	21.5
THIRD QUARTILE	33.5	39.0	30.5	21.5	30.5	39.0	27.5	32.5	28.5	22.5	39.0	35.5	41.0	33.5	28.5	41.0	28.5	29.5	34.5	26.5
NO. COMPANIES	88		43		46		25		5		50		61		46		69		73	
NO. EMPLOYEES	99	18	54	98	53	66	27	33	6	10	56	21	139	40	51	81	563	65	81	53
		18		48		70		36		10		60		42		131		217		111

BANKING/INSURANCE/FINANCIAL

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.9	31.1	27.3	20.3	23.8	30.6	26.1	22.0	24.9	17.8	33.2	27.3	33.0	28.4	-	-	21.3	-	24.5	19.1
FIRST QUARTILE	20.5	25.5	19.5	14.5	15.5	23.5	16.5	16.5	16.5	15.5	28.5	22.5	24.5	20.5	-	-	19.5	-	19.5	15.5
MEDIAN	26.5	31.5	29.5	19.5	23.5	27.5	27.5	18.5	23.5	16.5	33.5	27.5	34.5	27.5	-	-	21.5	-	23.5	18.5
THIRD QUARTILE	30.5	35.5	31.5	25.5	28.5	41.0	34.5	28.5	29.5	19.5	39.0	31.5	39.0	35.5	-	-	23.5	-	28.5	20.5
NO. COMPANIES	63		9		21		23		15		38		27				3		18	
NO. EMPLOYEES	92	34	9	36	28	50	24	20	17	29	42	44	41	51	-	-		-		14
		49		37		50		26		38		481		53	-	-	6		18	25

RETAIL/WHOLESALE SALES AND DISTR.

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.0	27.1	30.3	18.1	24.0	31.3	21.2	23.6	-	18.2	31.5	28.9	30.8	25.9	23.7	29.8	21.6	27.5	26.2	23.1
FIRST QUARTILE	21.5	21.5	17.5	13.5	18.5	21.5	18.5	21.5	-	12.0	25.5	21.5	25.5	17.5	18.5	20.5	16.5	25.5	18.5	18.5
MEDIAN	25.5	28.5	26.5	16.5	22.5	31.5	19.5	23.5	-	15.5	30.5	26.5	29.5	25.5	23.5	28.5	21.5	28.5	24.5	22.5
THIRD QUARTILE	30.5	30.5	44.0	21.5	27.5	41.0	23.5	26.5	-	20.5	39.0	35.5	35.5	30.5	26.5	35.5	24.5	29.5	32.5	25.5
NO. COMPANIES	47		5		39		9		-		29		47		42		16		25	
NO. EMPLOYEES	52	11	6	23	61	21	34	11	-	9	34	36	210	28	46	7	57	12	37	33
		11		24		24		15		9		189		33		7		27		123

UTILITIES

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	37.8	36.7	-	27.1	31.0	39.0	28.5	-	27.5	-	37.1	-	-	-	31.6	-	29.8	27.4	32.3	24.8
FIRST QUARTILE	35.5	27.5	-	19.5	22.5	34.5	22.5	-	16.5	-	33.5	-	-	-	23.5	-	29.5	19.5	28.5	21.5
MEDIAN	37.0	39.0	-	30.5	33.5	39.0	29.5	-	22.5	-	37.0	-	-	-	30.5	-	29.5	31.5	34.5	24.5
THIRD QUARTILE	44.0	44.0	-	31.5	33.5	44.0	29.5	-	37.0	-	43.0	-	-	-	39.0	-	30.5	32.5	35.5	27.5
NO. COMPANIES	9				7		7		5		11		-		9		3		9	
NO. EMPLOYEES	14	9	-	7	7	10	7	-	5	-	11	-	-	-	9	-	67	3	9	10
		9	-	7		10		-		-		-		-		-		16		40

ALL OTHER TYPES OF BUSINESS*

JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.9	31.3	28.2	17.0	24.4	31.7	26.3	22.4	25.7	15.1	33.0	27.0	32.0	23.0	21.3	28.7	22.9	28.1	27.1	20.2
FIRST QUARTILE	22.5	27.5	20.5	13.5	19.5	25.5	20.5	16.5	25.5	13.5	26.5	23.5	21.5	15.5	18.5	18.5	19.5	23.5	23.5	17.5
MEDIAN	26.5	30.5	25.5	15.5	24.5	30.5	26.5	20.5	26.5	14.5	34.5	26.5	33.5	22.5	20.5	27.5	21.5	27.5	26.5	19.5
THIRD QUARTILE	32.5	33.5	34.5	19.5	27.5	39.0	32.5	27.5	26.5	16.5	39.0	30.5	43.0	26.5	22.5	35.5	23.5	32.5	30.5	23.5
NO. COMPANIES	100		14		26		36		16		65		28		27		17		58	
NO. EMPLOYEES	166	33	16	74	27	79	43	18	230	33	89	33	35	63	40	13	70	11	78	46
		47		191		86		27		536		356		130		25		60		127

* (Gov't., Ed., Med., Emp., etc.)

A	ACCOUNTING MANAGER
B	AUDITING MANAGER
C	COST ACCOUNTING MANAGER
D	PAYROLL SUPERVISOR
E	CREDIT & COLLECTION MANAGER
F	PERSONNEL DIRECTOR
G	EMPLOYMENT MANAGER
H	CUSTOMER SERVICE MANAGER
I	WORD PROCESSING MANAGER
J	WORD PROCESSING SUPERVISOR
K	MANAGER, ELECTRONIC DATA PROCESSING
L	BRANCH MANAGER
M	SALES MANAGER
N	MANAGER, ADMIN. SERVICES
O	WAREHOUSE MANAGER
P	PLANT MANAGER
Q	FOREMAN
R	GENERAL FOREMAN
S	PURCHASING MANAGER
T	BUYER

CANADA

(AMOUNTS IN THOUSANDS OF DOLLARS)

Brantford, ON

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — J. S. Kopek Consolidated-Bathurst Pkg. Ltd.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.8	-	22.0	16.3	25.9	35.8	23.3	25.1	-	-	29.5	34.0	33.5	-	21.0	33.6	23.2	28.3	26.3	20.3
FIRST QUARTILE	23.5	-	19.5	13.5	22.5	29.5	15.5	17.5	-	-	26.5	28.5	26.5	-	17.5	28.5	20.5	24.5	22.5	16.5
MEDIAN	25.5	-	20.5	14.5	24.5	37.0	17.5	23.5	-	-	29.5	33.5	31.5	-	20.5	31.5	22.5	27.5	25.5	20.5
THIRD QUARTILE	32.5	-	26.5	18.5	31.5	43.0	26.5	25.5	-	-	32.5	37.0	41.0	-	21.5	39.0	25.5	31.5	29.5	23.5
NO. COMPANIES	23	-	10	8	9	9	4	7	-	-	14	8	18	-	9	21	25	17	22	16
NO. EMPLOYEES	24	-	10	8	10	9	4	7	-	-	14	16	26	-	11	27	126	23	22	27

Calgary, AB

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — J. Riseborough Manpower Temporary Svs.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.7	40.1	-	24.6	-	36.4	-	-	-	-	35.0	29.7	38.8	29.2	23.5	33.8	25.2	-	28.3	31.2
FIRST QUARTILE	22.5	30.5	-	15.5	-	29.5	-	-	-	-	28.5	24.5	33.5	25.5	17.5	23.5	24.5	-	19.5	26.5
MEDIAN	28.5	43.0	-	20.5	-	39.0	-	-	-	-	35.5	28.5	41.0	26.5	23.5	28.5	25.5	-	20.5	28.5
THIRD QUARTILE	31.5	43.0	-	28.5	-	39.0	-	-	-	-	35.5	32.5	41.0	31.5	25.5	39.0	25.5	-	35.5	32.5
NO. COMPANIES	10	4	-	5	-	8	-	-	-	-	3	5	4	7	2	4	2	-	6	3
NO. EMPLOYEES	12	4	-	5	-	8	-	-	-	-	3	19	5	8	5	4	7	-	6	23

Edmonton, AB

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — M. Ellis C.I.L.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.8	-	-	-	-	31.0	25.3	-	-	-	34.3	22.0	-	-	-	-	26.5	30.7	29.0	21.1
FIRST QUARTILE	25.5	-	-	-	-	26.5	20.5	-	-	-	28.5	14.5	-	-	-	-	23.5	30.5	25.5	19.5
MEDIAN	29.5	-	-	-	-	28.5	20.5	-	-	-	34.5	16.5	-	-	-	-	26.5	30.5	27.5	21.5
THIRD QUARTILE	37.0	-	-	-	-	29.5	32.5	-	-	-	37.0	28.5	-	-	-	-	28.5	33.5	30.5	21.5
NO. COMPANIES	6	-	-	-	-	5	3	-	-	-	4	4	-	-	-	-	2	2	4	4
NO. EMPLOYEES	6	-	-	-	-	5	5	-	-	-	4	13	-	-	-	-	21	6	4	9

Grand Valley, ON

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — Ms. V. Karpiak Bell Canada Marketing Dept.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.6	32.8	25.3	19.1	23.8	33.9	29.0	20.4	-	16.6	30.4	-	34.4	-	22.7	34.3	23.5	23.8	26.7	21.7
FIRST QUARTILE	24.5	29.5	21.5	15.5	19.5	27.5	19.5	18.5	-	13.5	24.5	-	28.5	-	19.5	28.5	20.5	20.5	21.5	17.5
MEDIAN	26.5	32.5	23.5	17.5	22.5	34.5	27.5	21.5	-	16.5	29.5	-	34.5	-	21.5	32.5	23.5	23.5	25.5	20.5
THIRD QUARTILE	34.5	35.5	29.5	21.5	24.5	37.0	35.5	22.5	-	17.5	34.5	-	41.0	-	23.5	41.0	26.5	27.5	28.5	24.5
NO. COMPANIES	29	5	12	18	20	22	8	10	-	7	14	-	22	-	12	24	24	17	20	20
NO. EMPLOYEES	32	5	12	19	27	22	8	10	-	7	14	-	41	-	12	31	227	59	20	26

Hamilton, ON

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — T. Moore Stelco, Inc.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.3	32.4	21.8	19.7	25.7	40.7	26.9	22.4	23.5	35.9	28.8	31.3	33.1	22.7	25.7	34.9	25.6	26.8	32.3	18.7
FIRST QUARTILE	28.5	25.5	19.5	14.5	18.5	43.0	23.5	19.5	16.5	39.0	24.5	24.5	29.5	14.5	21.5	25.5	23.5	23.5	26.5	14.5
MEDIAN	34.5	29.5	20.5	22.5	27.5	44.0	25.5	22.5	25.5	39.0	26.5	28.5	34.5	24.5	24.5	37.0	25.5	26.5	35.5	18.5
THIRD QUARTILE	41.0	41.0	22.5	22.5	29.5	44.0	27.5	25.5	25.5	39.0	31.5	39.0	39.0	27.5	28.5	39.0	29.5	29.5	35.5	21.5
NO. COMPANIES	36	5	10	17	13	14	8	16	3	6	12	14	27	13	16	18	25	19	19	23
NO. EMPLOYEES	66	7	10	29	17	43	8	19	3	32	12	42	45	13	17	20	132	48	44	42

Montreal, PQ

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — P. Andor, C.A.M. Picker Canada Ltd.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.4	35.4	35.1	20.1	27.3	38.2	-	25.1	-	23.0	30.1	24.9	38.6	32.4	27.8	40.0	25.3	28.4	26.1	23.7
FIRST QUARTILE	25.5	25.5	27.5	15.5	22.5	39.0	-	21.5	-	17.5	24.5	19.5	32.5	27.5	25.5	39.0	22.5	27.5	21.5	16.5
MEDIAN	27.5	41.0	34.5	20.5	26.5	39.0	-	25.5	-	20.5	30.5	23.5	41.0	29.5	26.5	44.0	25.5	29.5	25.5	25.5
THIRD QUARTILE	29.5	43.0	44.0	21.5	28.5	41.0	-	25.5	-	23.5	32.5	29.5	44.0	39.0	34.5	44.0	28.5	30.5	26.5	27.5
NO. COMPANIES	12	4	5	7	8	6	-	4	-	4	5	8	9	8	6	7	7	6	7	5
NO. EMPLOYEES	16	12	7	7	9	7	-	5	-	4	5	36	27	12	6	11	57	11	9	9

Toronto, ON

C. N. Cremner
IBM Canada Ltd.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.7	29.9	29.8	20.0	25.1	37.1	22.2	-	-	19.0	33.0	27.4	29.8	28.2	26.7	26.7	22.5	32.2	28.0	26.1
FIRST QUARTILE	23.5	15.5	25.5	15.5	19.5	29.5	17.5	-	-	17.5	29.5	23.5	25.5	24.5	22.5	19.5	15.5	27.5	22.5	24.5
MEDIAN	28.5	30.5	28.5	17.5	22.5	35.5	20.5	-	-	18.5	30.5	27.5	27.5	27.5	26.5	22.5	21.5	33.5	26.5	28.5
THIRD QUARTILE	35.5	34.5	31.5	22.5	30.5	44.0	25.5	-	-	20.5	37.0	30.5	33.5	30.5	29.5	31.5	30.5	35.5	33.5	28.5
NO. COMPANIES	21	3	7	11	12	10	5	-	-	7	14	8	11	12	9	7	8	6	12	9
NO. EMPLOYEES	26	4	8	12	12	12	6	-	-	10	20	41	28	16	9	19	85	9	14	49

Vancouver, BC

Ms. C. Ledding
B.C. Hydro

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.7	37.0	36.2	21.4	29.1	38.7	28.6	-	-	26.4	42.3	32.0	33.6	32.9	23.8	36.9	34.6	29.7	38.2	27.8
FIRST QUARTILE	30.5	35.5	30.5	15.5	14.5	32.5	17.5	-	-	16.5	37.3	29.5	29.5	26.5	12.5	31.5	31.5	28.5	28.5	26.5
MEDIAN	32.5	35.5	37.0	19.5	23.5	39.0	30.5	-	-	23.5	44.0	32.5	32.5	32.5	24.5	32.5	37.0	29.5	43.0	30.5
THIRD QUARTILE	34.5	41.0	37.0	24.5	34.5	44.0	35.5	-	-	26.5	44.0	35.5	35.5	35.5	24.5	44.0	37.0	30.5	43.0	30.5
NO. COMPANIES	11	6	3	11	4	6	5	-	-	4	4	15	14	11	3	6	5	3	5	7
NO. EMPLOYEES	23	10	3	13	4	6	6	-	-	4	4	31	22	11	3	7	86	18	5	26

Victoria, BC

Mrs. G. L. Tapley
Dept. of National Defense

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.4	25.6	25.0	22.9	25.0	25.0	24.5	24.2	24.5	23.3	26.4	29.8	25.5	24.4	24.6	25.1	21.3	-	26.4	22.9
FIRST QUARTILE	25.5	24.5	23.5	21.5	23.5	24.5	22.5	23.5	23.5	22.5	24.5	28.5	24.5	23.5	23.5	22.5	20.5	-	25.5	22.5
MEDIAN	26.5	26.5	24.5	23.5	24.5	24.5	24.5	24.5	24.5	23.5	25.5	29.5	25.5	24.5	24.5	24.5	24.5	-	25.5	22.5
THIRD QUARTILE	27.5	26.5	25.5	23.5	26.5	25.5	25.5	24.5	25.5	23.5	27.5	30.5	25.5	24.5	26.5	25.5	21.5	-	27.5	23.5
NO. COMPANIES	19	8	14	11	13	18	19	17	5	4	8	16	11	7	7	7	4	-	5	13
NO. EMPLOYEES	19	10	15	11	14	18	21	18	6	5	8	16	13	7	7	7	4	-	8	30

Winnipeg, MB

Ms. D. Hoare
Provincial Government

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.4	37.4	28.5	24.5	24.6	38.1	30.2	32.7	-	-	36.0	38.3	29.1	27.4	27.8	-	28.6	27.6	28.9	22.6
FIRST QUARTILE	26.5	32.5	24.5	18.5	16.5	33.5	20.5	24.5	-	-	31.5	33.5	20.5	18.5	19.5	-	27.5	23.5	22.5	18.5
MEDIAN	28.5	37.0	26.5	21.5	26.5	39.0	29.5	35.5	-	-	34.5	41.0	27.5	23.5	26.5	-	30.5	25.5	27.5	23.5
THIRD QUARTILE	41.0	41.0	32.5	28.5	31.5	44.0	39.0	35.5	-	-	41.0	43.0	34.5	35.5	30.5	-	30.5	31.5	31.5	24.5
NO. COMPANIES	18	6	5	13	14	15	10	9	-	-	15	6	11	9	10	-	12	10	11	15
NO. EMPLOYEES	23	9	5	13	15	15	10	15	-	-	16	17	43	9	12	-	225	34	11	66

EASTERN UNITED STATES

Albany, NY

Mrs G. Katz
Business Environments

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.2	28.0	28.6	18.2	23.5	30.8	21.6	20.8	19.8	21.5	27.1	24.5	29.9	22.1	23.3	40.8	22.9	24.3	30.4	22.4
FIRST QUARTILE	21.5	21.5	26.5	15.5	20.5	28.5	12.5	13.5	17.5	13.5	20.5	17.5	24.5	17.5	15.5	35.5	20.5	21.5	25.5	18.5
MEDIAN	26.5	26.5	26.5	18.5	24.5	30.5	21.5	17.5	20.5	23.5	26.5	22.5	28.5	24.5	23.5	43.0	22.5	22.5	31.5	24.5
THIRD QUARTILE	33.5	30.5	33.5	19.5	24.5	35.5	26.5	22.5	20.5	23.5	34.5	29.5	31.5	24.5	26.5	43.0	25.5	26.5	34.5	26.5
NO. COMPANIES	20	7	6	13	3	18	8	6	3	3	11	4	4	7	6	3	8	6	11	9
NO. EMPLOYEES	25	7	6	14	3	18	8	8	4	3	14	19	8	7	9	3	91	16	11	31

Atlantic City Area, NJ

Ms. M. K. Shapiro
Snelling & Snelling

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.0	28.7	28.8	20.4	23.6	33.8	23.5	23.4	-	-	35.6	34.9	28.6	23.5	26.0	35.7	20.4	33.7	30.0	21.4
FIRST QUARTILE	30.5	15.5	22.5	12.5	18.5	25.5	15.5	14.5	-	-	32.5	28.5	22.5	16.5	18.5	30.5	16.5	28.5	25.5	15.5
MEDIAN	35.5	29.5	27.5	20.5	25.5	34.5	22.5	17.5	-	-	34.5	31.5	23.5	22.5	24.5	32.5	18.5	37.0	29.5	23.5
THIRD QUARTILE	39.0	37.0	29.5	21.5	26.5	41.0	24.5	27.5	-	-	37.0	41.0	32.5	25.5	31.5	44.0	23.5	39.0	31.5	25.5
NO. COMPANIES	7	5	3	8	6	9	7	4	-	-	6	3	5	4	4	4	5	6	7	4
NO. EMPLOYEES	7	5	5	8	7	9	7	5	-	-	7	6	8	4	4	9	97	22	7	13

Boston, MA

D. A. Saporito
Reliance Insurance Co.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	24.3	26.8	28.4	19.5	25.6	38.6	25.7	20.2	25.5	17.5	33.7	26.1	38.1	26.7	22.2	35.6	18.7	22.9	27.6	20.9
FIRST QUARTILE	19.5	18.5	24.5	16.5	21.5	28.5	19.5	17.5	23.5	14.5	29.5	21.5	29.5	20.5	17.5	29.5	16.5	15.5	24.5	17.5
MEDIAN	22.5	27.5	26.5	19.5	25.5	32.5	26.5	18.5	25.5	17.5	32.5	25.5	43.0	24.5	18.5	37.0	18.5	18.5	27.5	20.5
THIRD QUARTILE	28.5	31.5	33.5	22.5	30.5	43.0	31.5	21.5	30.5	18.5	37.0	29.5	44.0	32.5	28.5	41.0	20.5	28.5	29.5	23.5
NO. COMPANIES	30	16	14	23	18	23	12	14	6	8	18	7	12	18	10	6	8	4	20	16
NO. EMPLOYEES	63	37	16	24	20	24	13	24	6	8	20	45	24	18	10	7	23	8	21	30

	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL SUPERVISOR	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	WORD PROCESSING SUPERVISOR	MANAGER, ELECTRONIC DATA PROCESSING	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

Buffalo, NY

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — R. Weichman Whiting Roll Up Door Mfg. Co.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.0	24.7	26.4	18.5	20.2	29.2	21.3	20.2	18.8	15.5	28.9	23.7	38.4	25.6	24.7	32.2	24.1	26.0	26.8	21.5
FIRST QUARTILE	17.5	20.5	21.5	13.5	12.5	23.5	16.5	16.5	14.5	12.0	23.5	20.5	28.5	17.5	20.5	26.5	20.5	21.5	22.5	17.5
MEDIAN	23.5	24.5	23.5	15.5	21.5	26.5	18.5	18.5	16.5	15.5	27.5	23.5	37.0	23.5	24.5	31.5	26.5	24.5	24.5	21.5
THIRD QUARTILE	31.5	25.5	33.5	20.5	24.5	34.5	23.5	24.5	21.5	16.5	31.5	26.5	41.0	28.5	30.5	39.0	27.5	31.5	28.5	23.5
NO. COMPANIES	34	11	15	25	16	30	14	15	4	8	27	12	27	16	19	21	23	21	30	25
NO. EMPLOYEES	42	22	18	25	16	36	15	18	4	9	38	163	56	16	26	34	432	108	31	84

Chester County, PA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — Ms. J. T. Arnett Kennecott Corp.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.5	-	31.8	18.5	25.0	31.4	-	29.5	-	-	34.0	35.9	32.2	-	29.8	35.7	23.4	31.2	30.7	20.3
FIRST QUARTILE	25.5	-	21.5	12.5	21.5	26.5	-	23.5	-	-	27.5	31.5	25.5	-	26.5	32.5	19.5	24.5	25.5	16.5
MEDIAN	27.5	-	32.5	15.5	23.5	29.5	-	28.5	-	-	32.5	34.5	32.5	-	31.5	34.5	23.5	30.5	30.5	19.5
THIRD QUARTILE	31.5	-	34.5	22.5	26.5	33.5	-	34.5	-	-	37.0	41.0	39.0	-	31.5	35.5	27.5	41.0	31.5	21.5
NO. COMPANIES	9	-	3	7	4	11	-	6	-	-	9	4	8	-	3	9	12	9	6	11
NO. EMPLOYEES	16	-	5	7	4	11	-	6	-	-	13	15	18	-	3	12	77	16	8	21

Concord, NH

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — Ms. L. Bean Bus. Ind. Assn. of N.H.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.2	30.5	24.2	17.4	18.8	28.2	22.3	24.8	-	-	30.9	19.6	34.0	25.4	23.1	37.0	22.4	27.3	27.0	20.2
FIRST QUARTILE	23.5	27.5	16.5	12.0	12.5	19.5	16.5	18.5	-	-	23.5	15.5	27.5	20.5	16.5	31.5	19.5	23.5	21.5	17.5
MEDIAN	25.5	29.5	20.5	15.5	16.5	26.5	23.5	23.5	-	-	31.5	16.5	32.5	23.5	23.5	39.0	23.5	26.5	26.5	19.5
THIRD QUARTILE	31.5	35.5	29.5	17.5	19.5	34.5	27.5	29.5	-	-	37.0	26.5	44.0	27.5	26.5	44.0	24.5	30.5	28.5	22.5
NO. COMPANIES	29	6	11	15	10	23	9	14	-	-	12	4	25	10	17	20	25	21	21	18
NO. EMPLOYEES	67	6	11	15	11	27	12	16	-	-	13	14	33	10	22	23	247	56	25	36

Delaware, DE

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — Ms. T. Brandenberger Kinnamon, Taylor & Dawes

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.3	-	-	-	-	37.8	-	-	-	-	-	23.0	-	-	-	-	29.3	-	35.8	26.2
FIRST QUARTILE	25.5	-	-	-	-	25.5	-	-	-	-	-	12.0	-	-	-	-	29.5	-	28.5	24.5
MEDIAN	32.5	-	-	-	-	43.0	-	-	-	-	-	18.5	-	-	-	-	32.5	-	34.5	25.5
THIRD QUARTILE	32.5	-	-	-	-	44.0	-	-	-	-	-	35.5	-	-	-	-	32.5	-	39.0	27.5
NO. COMPANIES	7	-	-	-	-	5	-	-	-	-	-	2	-	-	-	-	3	-	4	3
NO. EMPLOYEES	7	-	-	-	-	5	-	-	-	-	-	5	-	-	-	-	6	-	4	6

Finger Lakes, NY

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — B. Smith Rando Machine Corp.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.0	-	25.3	18.8	23.9	30.4	24.8	22.6	-	-	31.7	27.1	35.7	-	24.5	33.1	19.8	25.7	28.0	19.4
FIRST QUARTILE	21.5	-	18.5	13.5	19.5	24.5	13.5	18.5	-	-	26.5	20.5	28.5	-	21.5	25.5	15.5	22.5	24.5	13.5
MEDIAN	24.5	-	22.5	14.5	22.5	28.5	27.5	20.5	-	-	29.5	25.5	34.5	-	23.5	34.5	18.5	24.5	26.5	19.5
THIRD QUARTILE	34.5	-	27.5	22.5	26.5	39.0	28.5	25.5	-	-	39.0	29.5	44.0	-	26.5	39.0	21.5	29.5	34.5	23.5
NO. COMPANIES	15	-	7	6	7	14	4	9	-	-	12	3	8	-	6	9	11	9	13	10
NO. EMPLOYEES	16	-	7	6	7	15	4	12	-	-	12	27	19	-	13	23	137	32	14	16

Harrisburg Area, PA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — Ms. P. J. Cook Pennsylvania Blue Shield

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.1	23.9	21.6	25.3	24.7	31.8	23.0	22.5	20.5	17.7	30.9	22.2	35.2	24.6	24.4	36.2	21.5	25.6	29.6	23.7
FIRST QUARTILE	27.5	19.5	19.5	18.5	17.5	26.5	17.5	12.0	19.5	16.5	27.5	17.5	30.5	15.5	21.5	30.5	18.5	22.5	25.5	21.5
MEDIAN	30.5	24.5	22.5	29.5	21.5	31.5	22.5	22.5	21.5	16.5	30.5	19.5	39.0	23.5	21.5	35.5	21.5	25.5	29.5	23.5
THIRD QUARTILE	32.5	25.5	22.5	31.5	31.5	37.0	24.5	26.5	21.5	19.5	39.0	25.5	43.0	30.5	26.5	41.0	24.5	27.5	34.5	26.5
NO. COMPANIES	27	10	13	16	10	22	13	6	3	9	17	12	10	17	12	12	16	14	18	13
NO. EMPLOYEES	35	11	106	38	11	23	13	8	11	18	18	151	17	17	33	17	282	36	24	76

Hartford, CT

TOTAL ALL TYPES OF BUSINESS — H. W. Bornholm, The Hartford Steam Boiler

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.6	26.9	28.9	20.3	23.4	31.3	25.3	28.1	23.1	15.9	31.9	24.4	38.9	34.0	20.4	38.2	22.5	27.5	27.5	22.8
FIRST QUARTILE	22.5	23.5	22.5	16.5	20.5	26.5	20.5	23.5	18.5	13.5	27.5	19.5	37.0	31.5	16.5	34.5	21.5	24.5	21.5	21.5
MEDIAN	25.5	25.5	28.5	18.5	21.5	30.5	27.5	26.5	22.5	15.5	31.5	21.5	41.0	35.5	18.5	39.0	22.5	26.5	26.5	22.5
THIRD QUARTILE	29.5	27.5	32.5	23.5	27.5	34.5	30.5	32.5	24.5	16.5	35.5	27.5	41.0	35.5	25.5	41.0	23.5	30.5	32.5	25.5
NO. COMPANIES	26	12	11	20	13	26	15	12	5	11	15	10	10	12	10	8	13	11	19	14
NO. EMPLOYEES	58	46	11	20	15	44	15	20	5	11	42	91	67	63	32	10	209	51	21	36

Lancaster, PA

TOTAL ALL TYPES OF BUSINESS — W. Hershey Enterprise Telephone Co.

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.7	25.8	28.9	18.6	22.1	28.6	22.0	22.5	-	-	28.8	21.0	29.8	-	20.2	31.3	23.6	24.8	28.6	19.5
FIRST QUARTILE	21.5	22.5	23.5	13.5	17.5	21.5	18.5	16.5	-	-	25.5	17.5	23.5	-	18.5	26.5	19.5	21.5	25.5	16.5
MEDIAN	25.5	24.5	27.5	17.5	19.5	28.5	20.5	22.5	-	-	28.5	20.5	27.5	-	18.5	29.5	22.5	23.5	29.5	18.5
THIRD QUARTILE	29.5	29.5	35.5	22.5	24.5	32.5	26.5	28.5	-	-	35.5	23.5	34.5	-	21.5	35.5	28.5	29.5	31.5	22.5
NO. COMPANIES	27	6	8	24	15	28	10	9	-	-	22	11	17	-	12	21	22	19	21	16
NO. EMPLOYEES	32	6	9	24	17	29	10	10	-	-	22	59	32	-	22	34	292	89	24	40

Lehigh Valley, PA

TOTAL ALL TYPES OF BUSINESS — Ms. L. B. Martin Rodale Press, Inc.

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.4	34.6	24.7	20.5	-	29.8	22.6	23.0	19.3	-	30.3	24.1	36.7	20.4	25.2	35.4	25.5	24.6	29.1	21.2
FIRST QUARTILE	19.5	25.5	21.5	17.5	-	23.5	18.5	18.5	14.5	-	27.5	18.5	24.5	17.5	17.5	25.5	22.5	21.5	25.5	14.5
MEDIAN	25.5	34.5	24.5	21.5	-	30.5	20.5	23.5	14.5	-	28.5	20.5	41.0	18.5	27.5	32.5	26.5	25.5	28.5	20.5
THIRD QUARTILE	32.5	35.5	28.5	23.5	-	35.5	23.5	27.5	24.5	-	37.0	28.5	41.0	20.5	29.5	44.0	28.5	28.5	31.5	27.5
NO. COMPANIES	21	4	11	12	-	20	8	15	5	-	15	5	6	6	10	11	16	10	18	14
NO. EMPLOYEES	21	4	11	12	-	20	8	26	5	-	18	67	12	14	11	14	335	62	18	70

Metropolitan New Jersey

TOTAL ALL TYPES OF BUSINESS — Ms. K. D. Teasley Metro New Jersey Chapter

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.6	34.1	31.7	20.5	30.3	35.1	30.1	20.8	29.5	18.2	36.1	22.0	37.8	28.3	24.6	37.9	21.5	26.4	34.4	23.5
FIRST QUARTILE	27.5	28.5	24.5	16.5	26.5	27.5	23.5	14.5	17.5	15.5	32.5	16.5	32.5	20.5	18.5	37.0	18.5	23.5	29.5	19.5
MEDIAN	31.5	34.5	30.5	20.5	28.5	37.0	29.5	18.5	25.5	16.5	34.5	16.5	41.0	30.5	24.5	41.0	20.5	24.5	37.0	23.5
THIRD QUARTILE	39.0	41.0	39.0	22.5	35.5	44.0	34.5	25.5	41.0	18.5	44.0	28.5	44.0	34.5	29.5	44.0	23.5	28.5	43.0	26.5
NO. COMPANIES	37	18	17	25	20	31	21	16	5	13	26	17	19	30	16	21	18	14	25	24
NO. EMPLOYEES	58	21	19	27	22	31	22	24	5	13	30	285	34	31	17	44	195	51	31	89

Montgomery County, PA

TOTAL ALL TYPES OF BUSINESS — J. A. McCafferty Soc. of Chartered P & C Und.

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.6	27.8	-	16.0	25.8	31.5	21.1	25.7	20.5	15.5	31.0	21.9	35.9	27.0	24.3	-	-	25.9	27.4	18.8
FIRST QUARTILE	25.5	26.5	-	13.5	22.5	22.5	17.5	21.5	15.5	13.5	23.5	18.5	30.5	20.5	18.5	-	-	24.5	19.5	17.5
MEDIAN	26.5	28.5	-	14.5	24.5	31.5	20.5	25.5	18.5	14.5	28.5	21.5	34.5	25.5	24.5	-	-	27.5	28.5	18.5
THIRD QUARTILE	31.5	28.5	-	17.5	26.5	39.0	23.5	28.5	21.5	16.5	39.0	22.5	44.0	31.5	25.5	-	-	27.5	31.5	20.5
NO. COMPANIES	14	3	-	12	7	13	7	7	4	5	13	5	7	13	4	-	-	3	11	5
NO. EMPLOYEES	18	3	-	12	19	13	7	14	4	6	13	16	10	13	5	-	-	15	13	20

New York, NY

TOTAL ALL TYPES OF BUSINESS — G. F. Weber Deloitte Haskins & Sells

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.1	33.3	33.7	21.0	30.5	36.2	23.4	27.2	-	18.8	36.2	33.3	39.1	32.0	25.3	35.3	20.9	24.8	28.8	20.9
FIRST QUARTILE	27.5	30.5	27.5	15.5	22.5	30.5	18.5	23.5	-	17.5	32.5	22.5	34.5	24.5	20.5	28.5	18.5	20.5	19.5	17.5
MEDIAN	35.5	32.5	35.5	19.5	31.5	35.5	22.5	25.5	-	18.5	37.0	37.0	43.0	29.5	21.5	37.0	20.5	24.5	26.5	20.5
THIRD QUARTILE	41.0	37.0	35.5	24.5	37.0	44.0	27.5	29.5	-	19.5	41.0	44.0	44.0	41.0	25.5	44.0	22.5	30.5	37.0	23.5
NO. COMPANIES	44	17	8	33	15	29	18	12	-	11	29	9	17	33	11	9	4	4	18	15
NO. EMPLOYEES	53	26	9	34	20	30	20	14	-	12	49	21	58	35	19	25	64	6	22	32

Philadelphia, PA

TOTAL ALL TYPES OF BUSINESS — R. J. Rochow Pier Angeli Co., Inc.

JOB CATEGORY	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.4	30.8	26.2	20.8	28.9	32.1	29.3	27.0	21.2	16.2	33.7	39.1	35.1	26.9	25.6	37.0	24.8	30.6	25.5	22.1
FIRST QUARTILE	24.5	27.5	23.5	15.5	23.5	24.5	22.5	15.5	18.5	14.5	28.5	37.0	33.5	22.5	17.5	28.5	21.5	24.5	21.5	17.5
MEDIAN	29.5	31.5	24.5	19.5	33.5	33.5	25.5	25.5	22.5	15.5	34.5	41.0	34.5	27.5	26.5	39.0	24.5	30.5	25.5	21.5
THIRD QUARTILE	34.5	33.5	27.5	25.5	33.5	39.0	35.5	37.0	22.5	17.5	37.0	44.0	37.0	30.5	30.5	44.0	29.5	33.5	28.5	25.5
NO. COMPANIES	24	14	8	22	10	28	10	10	7	10	17	7	12	18	10	5	8	6	17	13
NO. EMPLOYEES	33	20	9	24	14	31	16	10	7	11	41	21	82	24	17	11	58	11	23	38

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL SUPERVISOR	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	WORD PROCESSING SUPERVISOR	MANAGER, ELECTRONIC DATA PROCESSING	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER

(AMOUNTS IN THOUSANDS OF DOLLARS)

Pittsburgh, PA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																	Mrs. P. Smith CSE Corp.		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.7	31.6	26.6	20.2	25.6	32.1	25.6	26.1	22.8	17.0	31.6	22.8	36.5	26.8	26.0	34.0	24.0	28.3	28.5	23.3
FIRST QUARTILE	22.5	27.5	22.5	14.5	19.5	25.5	20.5	20.5	18.5	14.5	24.5	17.5	31.5	18.5	19.5	27.5	21.5	23.5	23.5	18.5
MEDIAN	27.5	29.5	26.5	17.5	24.5	30.5	27.5	24.5	19.5	14.5	30.5	17.5	37.0	25.5	26.5	32.5	24.5	28.5	27.5	21.5
THIRD QUARTILE	32.5	37.0	29.5	25.5	27.5	39.0	30.5	28.5	29.5	17.5	39.0	24.5	44.0	32.5	30.5	44.0	26.5	32.5	32.5	27.5
NO. COMPANIES	57	14	18	29	21	38	17	25	6	4	31	16	34	29	22	36	46	32	42	31
NO. EMPLOYEES	69	18	19	30	23	38	18	30	6	4	36	115	103	31	27	36	464	86	46	71

Portland, ME

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																	J. Trueworthy Bancroft & Martin Inc.		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	25.1	22.8	20.2	19.5	19.3	30.3	-	21.5	-	-	29.3	18.2	34.1	22.3	27.9	31.2	19.4	23.2	27.6	22.8
FIRST QUARTILE	19.5	16.5	15.5	16.5	13.5	21.5	-	15.5	-	-	20.5	13.5	31.5	20.5	22.5	26.5	17.5	21.5	23.5	17.5
MEDIAN	22.5	22.5	19.5	17.5	16.5	28.5	-	19.5	-	-	28.5	16.5	35.5	20.5	28.5	29.5	18.5	21.5	25.5	20.5
THIRD QUARTILE	28.5	26.5	20.5	21.5	24.5	35.5	-	27.5	-	-	32.5	20.5	39.0	27.5	28.5	34.5	22.5	23.5	32.5	27.5
NO. COMPANIES	17	6	7	6	6	13	-	6	-	-	13	5	10	6	5	10	8	10	9	8
NO. EMPLOYEES	21	9	7	6	6	13	-	6	-	-	16	43	16	6	5	15	88	41	10	37

Providence, RI

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																	A. F. Wright R.I. Hosp. Trust Nat'l. Bank		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.8	-	28.3	17.3	22.6	32.6	22.0	22.0	-	-	30.0	-	38.9	26.9	22.8	37.2	20.1	22.3	32.9	22.6
FIRST QUARTILE	25.5	-	24.5	15.5	16.5	28.5	13.5	16.5	-	-	27.5	-	31.5	23.5	18.5	30.5	16.5	18.5	27.5	17.5
MEDIAN	28.5	-	28.5	16.5	23.5	34.5	22.5	22.5	-	-	30.5	-	39.0	26.5	19.5	39.0	20.5	22.5	30.5	19.5
THIRD QUARTILE	31.5	-	29.5	18.5	25.5	39.0	24.5	25.5	-	-	34.5	-	44.0	27.5	26.5	41.0	23.5	25.5	39.0	26.5
NO. COMPANIES	13	-	7	13	6	10	7	10	-	-	11	-	7	5	8	7	8	9	11	8
NO. EMPLOYEES	14	-	7	14	7	10	8	11	-	-	11	-	11	5	10	9	49	43	14	18

Reading, PA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																	Ms. B. H. Lehman Hamilton Bank		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.1	35.1	26.5	21.5	25.4	33.9	-	27.0	-	19.5	29.6	22.2	36.4	20.4	21.2	39.2	27.0	28.8	26.7	24.2
FIRST QUARTILE	20.5	25.5	20.5	12.0	13.5	29.5	-	21.5	-	13.5	22.5	16.5	29.5	12.0	19.5	39.0	20.5	22.5	21.5	20.5
MEDIAN	24.5	35.5	22.5	19.5	21.5	30.5	-	28.5	-	13.5	29.5	21.5	39.0	19.5	20.5	41.0	29.5	29.5	28.5	23.5
THIRD QUARTILE	29.5	39.0	27.5	26.5	37.0	44.0	-	33.5	-	25.5	37.0	25.5	44.0	21.5	22.5	43.0	31.5	35.5	32.5	28.5
NO. COMPANIES	17	6	8	11	8	14	-	8	-	4	15	11	12	8	11	10	13	11	13	8
NO. EMPLOYEES	19	8	8	11	8	14	-	10	-	4	15	90	18	8	15	24	277	71	14	18

Southern Connecticut

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																	P. McGivney Ethan Allen, Inc.		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.3	36.1	30.6	26.2	33.5	38.7	32.9	30.9	-	20.8	36.9	-	39.6	28.8	19.3	42.7	24.0	-	34.3	22.1
FIRST QUARTILE	28.5	31.5	24.5	19.5	28.5	31.5	27.5	27.5	-	15.5	32.5	-	34.5	24.5	16.5	43.0	22.5	-	25.5	19.5
MEDIAN	31.5	37.0	26.5	23.5	31.5	43.0	29.5	31.5	-	17.5	37.0	-	41.0	28.5	16.5	43.0	22.5	-	37.0	19.5
THIRD QUARTILE	37.0	39.0	31.5	29.5	37.0	44.0	34.5	33.5	-	27.5	41.0	-	44.0	32.5	22.5	44.0	27.5	-	37.0	25.5
NO. COMPANIES	22	14	8	17	9	20	13	11	-	6	13	-	10	11	6	6	7	-	17	17
NO. EMPLOYEES	35	16	8	17	12	20	14	14	-	6	15	-	20	11	13	14	78	-	24	54

Syracuse, NY

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																	Mrs. M. Windhausen Unity Mutual Life Insurance Co.		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.0	25.4	22.5	16.7	23.9	29.4	23.2	23.4	-	15.3	27.8	21.4	33.7	27.3	20.9	36.6	18.9	24.2	23.6	19.6
FIRST QUARTILE	21.5	22.5	15.5	12.5	20.5	24.5	16.5	14.5	-	12.5	15.5	18.5	23.5	20.5	17.5	25.5	17.5	22.5	19.5	17.5
MEDIAN	27.5	25.5	17.5	15.5	20.5	27.5	23.5	18.5	-	15.5	27.5	21.5	34.5	25.5	21.5	37.0	18.5	23.5	23.5	19.5
THIRD QUARTILE	31.5	27.5	26.5	17.5	27.5	35.5	26.5	30.5	-	16.5	34.5	23.5	41.0	32.5	22.5	41.0	20.5	24.5	25.5	20.5
NO. COMPANIES	13	8	4	13	5	14	6	6	-	6	9	9	9	9	4	5	5	5	9	4
NO. EMPLOYEES	14	8	4	13	6	14	6	6	-	7	9	82	9	9	5	5	112	14	9	7

Triple Cities, NY

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — R. Stemphoski, N.Y. State Electric & Gas Corp.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	24.8	-	27.1	18.3	24.3	29.9	21.3	16.3	-	-	26.5	27.8	33.4	25.8	18.5	34.9	19.9	25.4	-	18.5
FIRST QUARTILE	19.5	-	18.5	12.5	16.5	21.5	16.5	12.0	-	-	19.5	22.5	26.5	16.5	14.5	27.5	18.5	22.5	-	15.5
MEDIAN	24.5	-	25.5	15.5	26.5	30.5	20.5	12.5	-	-	24.5	25.5	33.5	19.5	17.5	33.5	19.5	24.5	-	18.5
THIRD QUARTILE	28.5	-	32.5	24.5	28.5	35.5	24.5	19.5	-	-	32.5	29.5	37.0	31.5	18.5	44.0	21.5	28.5	-	23.5
NO. COMPANIES	10	-	5	6	5	11	5	4	-	-	9	3	8	4	4	10	10	8	-	8
NO. EMPLOYEES	12	-	5	6	5	11	6	6	-	-	10	8	12	4	4	10	145	27	-	24

Westchester, NY

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — B. Wiggin, Office Help Temporaries

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.8	35.1	25.3	21.7	27.0	33.5	26.5	29.0	-	17.4	33.8	25.1	33.4	30.0	24.8	30.8	20.3	25.5	30.0	24.4
FIRST QUARTILE	22.5	34.5	22.5	15.5	23.5	26.5	19.5	21.5	-	14.5	26.5	19.5	27.5	25.5	18.5	24.5	17.5	23.5	25.5	18.5
MEDIAN	28.5	34.5	23.5	19.5	27.5	30.5	28.5	25.5	-	17.5	33.5	24.5	32.5	29.5	24.5	28.5	19.5	25.5	35.5	26.5
THIRD QUARTILE	32.5	43.0	26.5	29.5	32.5	44.0	30.5	37.0	-	18.5	41.0	29.5	39.0	32.5	27.5	34.5	22.5	26.5	41.0	29.5
NO. COMPANIES	35	13	5	23	16	28	10	7	-	6	24	8	20	16	8	7	9	6	12	10
NO. EMPLOYEES	45	15	6	23	23	30	13	12	-	7	24	38	35	16	8	16	40	11	15	19

Western Massachusetts

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — H. Stuckenbruck, Employers Assn. of Western Mass.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.8	25.8	25.6	18.5	22.8	29.5	25.4	25.2	19.1	14.2	29.5	19.3	32.4	28.0	22.7	36.1	21.4	25.1	27.2	19.1
FIRST QUARTILE	21.5	17.5	20.5	14.5	16.5	23.5	21.5	19.5	17.5	12.0	24.5	14.5	23.5	17.5	18.5	31.5	19.5	20.5	21.5	17.5
MEDIAN	25.5	22.5	23.5	16.5	21.5	28.5	25.5	25.5	18.5	14.5	29.5	17.5	31.5	28.5	20.5	37.0	21.5	24.5	25.5	19.5
THIRD QUARTILE	31.5	32.5	31.5	22.5	27.5	35.5	28.5	28.5	19.5	15.5	33.5	22.5	41.0	31.5	27.5	43.0	23.5	28.5	32.5	20.5
NO. COMPANIES	66	14	26	26	24	51	18	42	7	9	41	11	43	17	30	51	51	49	50	42
NO. EMPLOYEES	69	16	27	30	25	54	19	51	7	9	43	43	85	17	34	66	459	140	52	77

Worcester, MA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — Mrs. Y. T. McGrath, CMEA

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	25.4	25.9	25.1	19.2	24.5	26.7	21.5	23.8	20.1	21.3	29.5	22.2	32.6	21.7	23.2	33.0	22.1	25.4	27.2	22.0
FIRST QUARTILE	21.5	16.5	20.5	15.5	19.5	21.5	17.5	18.5	13.5	13.5	25.5	16.5	26.5	15.5	17.5	27.5	18.5	20.5	22.5	17.5
MEDIAN	24.5	25.5	24.5	17.5	23.5	25.5	20.5	22.5	20.5	18.5	27.5	20.5	34.5	21.5	22.5	32.5	21.5	25.5	26.5	21.5
THIRD QUARTILE	29.5	29.5	29.5	22.5	28.5	31.5	25.5	29.5	21.5	26.5	33.5	26.5	41.0	26.5	27.5	39.0	25.5	31.5	31.5	25.5
NO. COMPANIES	101	10	30	47	42	72	26	59	5	14	42	30	66	26	33	97	95	70	68	53
NO. EMPLOYEES	103	12	32	48	43	74	26	67	5	14	44	200	111	28	41	132	606	201	73	93

York, PA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — L. A. Piluso, York Hospital

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.6	-	26.2	-	-	36.1	20.3	27.1	-	-	33.1	-	35.1	-	-	40.1	19.5	24.2	30.5	19.7
FIRST QUARTILE	23.5	-	21.5	-	-	26.5	17.5	23.5	-	-	22.5	-	25.5	-	-	39.0	15.5	20.5	27.5	14.5
MEDIAN	30.5	-	27.5	-	-	34.5	17.5	23.5	-	-	31.5	-	37.0	-	-	39.0	17.5	21.5	28.5	20.5
THIRD QUARTILE	32.5	-	27.5	-	-	41.0	23.5	34.5	-	-	35.5	-	44.0	-	-	44.0	24.5	27.5	32.5	21.5
NO. COMPANIES	6	-	3	-	-	5	2	5	-	-	4	-	7	-	-	5	3	5	4	6
NO. EMPLOYEES	9	-	3	-	-	5	6	6	-	-	4	-	14	-	-	10	46	30	4	10

EAST CENTRAL UNITED STATES

Akron-Canton, OH

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — H. Dannemiller, Betsy Ross Foods, Inc.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.9	29.7	30.4	22.6	30.3	34.8	29.3	29.9	27.7	21.4	34.1	30.4	34.8	30.1	29.2	38.8	24.7	29.9	33.1	24.2
FIRST QUARTILE	29.5	24.5	26.5	17.5	25.5	29.5	24.5	25.5	13.5	17.5	29.5	22.5	30.5	24.5	18.5	33.5	23.5	26.5	28.5	20.5
MEDIAN	32.5	29.5	30.5	21.5	30.5	33.5	29.5	28.5	23.5	19.5	33.5	34.5	34.5	29.5	31.5	41.0	24.5	30.5	32.5	23.5
THIRD QUARTILE	41.0	33.5	34.5	26.5	37.0	44.0	31.5	32.5	41.0	23.5	39.0	34.5	39.0	37.0	37.0	44.0	26.5	33.5	37.0	27.5
NO. COMPANIES	43	15	27	28	28	32	21	26	5	6	31	12	35	20	21	30	35	33	30	27
NO. EMPLOYEES	83	18	39	33	49	45	24	47	5	8	49	71	82	26	37	77	1345	259	49	166

Battle Creek-Kala, MI

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — L. A. Davis, W. K. Kellogg Foundation

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.4	25.6	26.0	19.7	20.8	31.8	23.5	23.3	-	17.4	32.7	20.0	34.6	26.5	22.3	35.4	25.9	28.8	27.2	23.1
FIRST QUARTILE	21.5	20.5	21.5	14.5	14.5	24.5	17.5	17.5	-	12.5	29.5	15.5	27.5	22.5	18.5	27.5	23.5	26.5	20.5	17.5
MEDIAN	25.5	26.5	26.5	17.5	19.5	33.5	21.5	19.5	-	14.5	31.5	18.5	32.5	24.5	19.5	35.5	25.5	28.5	24.5	22.5
THIRD QUARTILE	33.5	30.5	29.5	23.5	27.5	37.0	26.5	26.5	-	21.5	35.5	22.5	44.0	32.5	25.5	44.0	27.5	30.5	30.5	27.5
NO. COMPANIES	34	11	15	21	20	30	19	20	-	7	21	15	17	8	10	16	26	13	24	15
NO. EMPLOYEES	35	14	21	22	25	32	21	21	-	12	21	81	23	10	12	22	326	99	24	40

	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL SUPERVISOR	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	WORD PROCESSING SUPERVISOR	MANAGER, ELECTRONIC DATA PROCESSING	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

Butler County, OH

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — Ms. P. A. Whited Southwestern Ohio Steel, Inc.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.3	30.3	23.7	19.6	23.8	31.0	22.3	23.1	-	-	27.8	31.9	35.4	-	-	35.6	24.8	30.5	28.3	21.5
FIRST QUARTILE	21.5	22.5	18.5	15.5	17.5	26.5	16.5	17.5	-	-	25.5	29.5	32.5	-	-	31.5	21.5	28.5	25.5	17.5
MEDIAN	28.5	23.5	24.5	18.5	23.5	31.5	21.5	23.5	-	-	28.5	32.5	33.5	-	-	37.0	24.5	30.5	28.5	21.5
THIRD QUARTILE	31.5	43.0	26.5	20.5	27.5	35.5	24.5	25.5	-	-	31.5	35.5	41.0	-	-	39.0	28.5	33.5	31.5	24.5
NO. COMPANIES	20	4	13	11	9	16	8	12	-	-	19	5	13	-	-	14	15	15	19	18
NO. EMPLOYEES	25	6	13	11	10	19	9	13	-	-	47	199	19	-	-	19	317	51	20	28

Chicago, IL

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — Ms. L. Jones McKinsey & Co.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.1	34.1	30.3	22.4	28.4	36.8	24.5	26.0	21.9	17.5	35.1	35.7	40.9	28.7	27.0	37.7	21.1	28.4	27.2	24.5
FIRST QUARTILE	25.5	23.5	26.5	17.5	20.5	32.5	17.5	21.5	16.5	13.5	31.5	27.5	39.0	23.5	21.5	33.5	19.5	22.5	19.5	18.5
MEDIAN	30.5	39.0	29.5	21.5	24.5	37.0	23.5	26.5	21.5	17.5	37.0	41.0	41.0	27.5	27.5	39.0	20.5	23.5	25.5	22.5
THIRD QUARTILE	35.5	43.0	32.5	25.5	34.5	44.0	29.5	30.5	26.5	19.5	39.0	44.0	44.0	33.5	29.5	44.0	22.5	24.5	29.5	30.5
NO. COMPANIES	37	9	11	29	12	24	23	13	8	12	29	9	14	28	13	9	5	6	17	14
NO. EMPLOYEES	48	9	13	32	18	38	25	21	8	12	35	72	45	28	32	21	215	116	25	41

Cincinnati, OH

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — Ms. L. J. Lockhart Frisch's Restaurants, Inc.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.4	27.0	24.5	19.7	25.9	28.0	23.6	25.0	23.3	18.3	29.9	26.7	34.6	27.3	26.9	35.8	22.0	24.5	29.0	21.7
FIRST QUARTILE	21.5	22.5	17.5	16.5	18.5	22.5	17.5	21.5	14.5	15.5	24.5	19.5	26.5	20.5	21.5	31.5	18.5	21.5	22.5	17.5
MEDIAN	25.5	28.5	20.5	18.5	24.5	27.5	23.5	25.5	23.5	16.5	30.5	19.5	34.5	26.5	24.5	35.5	21.5	23.5	27.5	19.5
THIRD QUARTILE	29.5	29.5	28.5	22.5	30.5	32.5	25.5	27.5	27.5	21.5	33.5	34.5	44.0	32.5	30.5	41.0	24.5	26.5	33.5	24.5
NO. COMPANIES	49	13	20	31	20	42	18	20	5	10	28	16	27	28	23	33	35	21	30	23
NO. EMPLOYEES	58	13	21	31	20	42	19	22	5	10	29	52	45	28	26	48	439	88	31	40

Cleveland, OH

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — Dr. B. G. Clinkscale Cleveland State University

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	33.0	32.7	29.3	23.3	28.7	35.9	24.9	-	24.5	20.4	35.0	23.8	37.2	31.9	28.0	34.4	22.8	28.6	34.2	27.8
FIRST QUARTILE	29.5	23.5	23.5	18.5	22.5	29.5	20.5	-	15.5	16.5	28.5	19.5	32.5	26.5	23.5	29.5	17.5	23.5	32.5	22.5
MEDIAN	32.5	31.5	31.5	23.5	26.5	37.0	25.5	-	25.5	17.5	37.0	22.5	37.0	31.5	27.5	32.5	21.5	26.5	33.5	26.5
THIRD QUARTILE	39.0	39.0	32.5	23.5	32.5	43.0	27.5	-	28.5	22.5	39.0	26.5	44.0	39.0	30.5	43.0	24.5	29.5	39.0	33.5
NO. COMPANIES	25	14	11	19	13	19	13	-	8	8	17	6	12	17	7	9	8	9	17	19
NO. EMPLOYEES	45	19	11	23	13	21	14	-	8	11	23	47	47	18	16	17	59	22	26	99

Columbus, OH

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — B. Beaupre Self Serve Systems

	A	B	C	D	E	F	G	H	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.4	26.2	28.1	18.5	26.4	33.4	28.0	22.5	-	16.5	30.9	21.8	35.8	29.7	26.4	32.8	21.7	27.0	29.0	21.5
FIRST QUARTILE	22.5	23.5	20.5	14.5	19.5	27.5	21.5	17.5	-	13.5	23.5	18.5	28.5	23.5	18.5	25.5	17.5	23.5	19.5	17.5
MEDIAN	25.5	24.5	26.5	17.5	25.5	33.5	27.5	18.5	-	13.5	31.5	21.5	37.0	29.5	23.5	31.5	21.5	24.5	26.5	20.5
THIRD QUARTILE	33.5	28.5	34.5	22.5	30.5	41.0	31.5	24.5	-	18.5	39.0	23.5	44.0	34.5	35.5	44.0	25.5	31.5	39.0	24.5
NO. COMPANIES	23	10	9	18	11	21	8	12	-	6	20	8	15	17	11	7	8	5	15	11
NO. EMPLOYEES	28	11	9	20	12	24	8	16	-	6	26	122	30	20	14	16	138	22	18	26

Dayton, OH

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — Ms. C. Palmer Manpower Temporary Services

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.5	29.3	27.6	22.6	27.1	32.6	24.2	25.2	-	18.2	33.9	24.5	33.6	28.9	24.3	34.9	22.2	26.7	29.7	20.9
FIRST QUARTILE	22.5	24.5	21.5	18.5	18.5	26.5	21.5	21.5	-	13.5	30.5	16.5	29.5	23.5	20.5	30.5	19.5	23.5	25.5	18.5
MEDIAN	29.5	30.5	27.5	20.5	26.5	32.5	23.5	24.5	-	19.5	35.5	19.5	32.5	27.5	22.5	32.5	21.5	26.5	29.5	20.5
THIRD QUARTILE	33.5	34.5	29.5	26.5	34.5	39.0	26.5	28.5	-	20.5	37.0	32.5	39.0	31.5	27.5	41.0	24.5	29.5	32.5	22.5
NO. COMPANIES	24	13	11	20	14	17	14	13	-	7	18	5	16	10	12	14	19	14	21	17
NO. EMPLOYEES	33	14	15	23	14	17	14	16	-	19	19	40	56	10	18	29	411	72	27	54

Detroit Area, MI

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																Ms. C. Mleczko Shelby Inn		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.3	32.3	27.7	18.9	21.8	30.0	22.0	26.1	-	-	32.8	24.5	37.8	17.9	-	-	30.1	-	29.6	23.0
FIRST QUARTILE	30.5	20.5	12.5	12.5	13.5	22.5	16.5	12.5	-	-	16.5	21.5	28.5	12.0	-	-	29.5	-	12.5	15.5
MEDIAN	31.5	35.5	33.5	16.5	20.5	31.5	20.5	16.5	-	-	32.5	25.5	39.0	14.5	-	-	31.5	-	30.5	22.5
THIRD QUARTILE	41.0	35.5	33.5	22.5	24.5	37.0	25.5	31.5	-	-	39.0	27.5	44.0	22.5	-	-	31.5	-	34.5	29.5
NO. COMPANIES	6	3	3	7	6	6	7	4	-	-	4	4	5	7	-	-	4	-	4	4
NO. EMPLOYEES	6	3	3	7	7	8	8	4	-	-	4	40	5	8	-	-	220	-	4	6

Evansville, IN

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																H. W. Stunkel Old National Bank			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.6	25.2	25.3	18.8	25.2	29.4	21.8	23.0	-	-	28.9	19.8	30.7	22.1	22.9	36.6	25.2	29.6	30.1	21.6
FIRST QUARTILE	27.5	20.5	18.5	16.5	18.5	21.5	20.5	16.5	-	-	24.5	16.5	18.5	13.5	16.5	28.5	23.5	27.5	21.5	19.5
MEDIAN	30.5	23.5	24.5	19.5	25.5	30.5	20.5	19.5	-	-	28.5	19.5	32.5	17.5	21.5	37.0	24.5	30.5	24.5	20.5
THIRD QUARTILE	32.5	29.5	27.5	20.5	25.5	33.5	22.5	23.5	-	-	31.5	23.5	43.0	30.5	24.5	43.0	28.5	33.5	37.0	24.5
NO. COMPANIES	16	7	6	11	5	13	4	6	-	-	11	6	8	5	12	7	12	8	10	9
NO. EMPLOYEES	17	11	6	11	5	13	4	8	-	-	15	288	35	6	12	9	168	34	10	18

Fort Wayne, IN

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																	C. Slatter General Telephone Co. of Indiana		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.4	26.3	28.7	21.0	26.8	33.1	23.7	25.4	23.5	15.7	31.7	22.8	32.4	29.5	23.0	40.4	24.7	26.1	30.1	23.7
FIRST QUARTILE	23.5	21.5	23.5	14.5	19.5	23.5	23.5	15.5	18.5	14.5	25.5	17.5	29.5	18.5	16.5	37.0	19.5	22.5	21.5	19.5
MEDIAN	32.5	26.5	30.5	19.5	26.5	30.5	24.5	21.5	21.5	15.5	32.5	20.5	30.5	27.5	21.5	41.0	24.5	25.5	28.5	24.5
THIRD QUARTILE	37.0	29.5	31.5	23.5	29.5	41.0	26.5	34.5	23.5	16.5	37.0	23.5	41.0	39.0	29.5	44.0	29.5	27.5	35.5	26.5
NO. COMPANIES	15	10	9	12	12	17	5	12	4	4	13	6	6	8	11	6	8	7	13	14
NO. EMPLOYEES	15	13	13	13	15	21	10	26	4	5	15	48	6	8	13	6	43	13	14	38

Indianapolis, IN

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																	Ms. M. M. Sappenfield American Legion Auxiliary		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.4	29.0	24.6	19.3	22.8	30.5	25.7	24.5	23.7	15.5	32.7	24.5	31.3	22.5	23.6	30.1	22.2	26.2	25.7	23.3
FIRST QUARTILE	19.5	27.5	18.5	16.5	20.5	24.5	18.5	18.5	20.5	12.5	27.5	18.5	24.5	17.5	19.5	25.5	18.5	22.5	20.5	20.5
MEDIAN	27.5	28.5	25.5	18.5	22.5	28.5	24.5	24.5	23.5	14.5	31.5	22.5	31.5	21.5	22.5	27.5	21.5	29.5	28.5	21.5
THIRD QUARTILE	32.5	31.5	30.5	20.5	24.5	39.0	32.5	26.5	27.5	19.5	35.5	25.5	37.0	24.5	27.5	32.5	26.5	30.5	30.5	25.5
NO. COMPANIES	32	11	15	23	15	33	16	11	6	10	26	18	23	18	15	11	14	7	23	12
NO. EMPLOYEES	37	12	17	23	24	34	25	12	6	10	28	169	36	19	18	15	134	15	23	42

Lansing, MI

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																	Ms. F. Lesnieski Michigan State University		
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	23.6	29.4	29.7	26.6	22.4	35.3	23.8	25.9	-	-	32.9	20.0	30.6	30.6	23.5	36.0	21.4	27.4	29.7	22.5
FIRST QUARTILE	18.5	29.5	25.5	26.5	16.5	35.5	16.5	18.5	-	-	32.5	16.5	27.5	30.5	15.5	26.5	19.5	25.5	20.5	21.5
MEDIAN	19.5	29.5	29.5	26.5	22.5	35.5	24.5	26.5	-	-	34.5	18.5	28.5	32.5	23.5	35.5	22.5	26.5	31.5	23.5
THIRD QUARTILE	26.5	31.5	31.5	27.5	26.5	37.0	24.5	31.5	-	-	34.5	21.5	33.5	32.5	26.5	39.0	22.5	28.5	34.5	23.5
NO. COMPANIES	21	5	7	9	9	18	3	5	-	-	14	9	7	6	8	4	6	5	12	7
NO. EMPLOYEES	47	48	7	39	9	146	3	5	-	-	113	45	10	14	9	4	93	9	16	22

North/West Chicago, IL

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																P. Bibler Ekco Housewares			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.2	37.8	29.0	21.3	30.7	35.2	25.8	26.0	-	19.0	34.5	-	-	29.4	28.1	-	24.4	36.6	29.7	26.3
FIRST QUARTILE	25.5	28.5	23.5	16.5	27.5	31.5	19.5	23.5	-	17.5	29.5	-	-	24.5	22.5	-	22.5	32.5	25.5	24.5
MEDIAN	32.5	39.0	27.5	18.5	29.5	37.0	27.5	26.5	-	18.5	35.5	-	-	26.5	25.5	-	23.5	37.0	28.5	22.5
THIRD QUARTILE	34.5	41.0	32.5	22.5	34.5	41.0	27.5	28.5	-	19.5	39.0	-	-	32.5	31.5	-	26.5	41.0	33.5	31.5
NO. COMPANIES	17	5	7	14	7	16	8	7	-	5	14	-	-	8	9	-	9	2	15	9
NO. EMPLOYEES	26	8	12	16	15	26	15	19	-	6	18	-	-	10	20	-	189	29	40	54

Peoria, IL

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																T. S. Rickey Glendale Plaza Pharmacy			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.2	28.0	-	20.6	20.1	33.8	-	29.0	23.5	15.6	33.2	24.5	40.7	27.2	26.3	35.2	26.4	27.3	29.3	18.0
FIRST QUARTILE	26.5	23.5	-	12.5	17.5	23.5	-	24.5	19.5	12.0	27.5	17.5	35.5	21.5	20.5	28.5	24.5	22.5	24.5	13.5
MEDIAN	32.5	27.5	-	16.5	18.5	34.5	-	26.5	21.5	14.5	32.5	23.5	44.0	27.5	25.5	37.0	27.5	27.5	28.5	17.5
THIRD QUARTILE	35.5	30.5	-	24.5	22.5	43.0	-	30.5	26.5	16.5	39.0	28.5	44.0	31.5	32.5	39.0	28.5	33.5	35.5	19.5
NO. COMPANIES	16	10	-	8	7	17	-	4	6	5	14	6	6	7	6	4	8	7	12	7
NO. EMPLOYEES	20	21	-	8	8	17	-	5	6	5	18	16	12	7	6	9	52	21	12	11

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL SUPERVISOR	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	WORD PROCESSING SUPERVISOR	MANAGER, ELECTRONIC DATA PROCESSING	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER

(AMOUNTS IN THOUSANDS OF DOLLARS)

Rockford, IL

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — Liberty Mutual Insurance Co. — L. Guevrement

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.3	25.7	22.3	19.2	18.7	30.3	22.5	23.4	-	-	31.9	27.0	37.6	26.0	25.3	35.5	24.1	28.9	28.5	21.2
FIRST QUARTILE	23.5	17.5	17.5	16.5	13.5	23.5	16.5	18.5	-	-	29.5	22.5	33.5	19.5	19.5	30.5	22.5	25.5	24.5	17.5
MEDIAN	29.5	28.5	22.5	17.5	16.5	28.5	22.5	21.5	-	-	31.5	23.5	39.0	24.5	22.5	37.0	24.5	27.5	28.5	20.5
THIRD QUARTILE	33.5	29.5	26.5	22.5	20.5	35.5	24.5	27.5	-	-	34.5	26.5	43.0	31.5	26.5	41.0	26.5	31.5	31.5	23.5
NO. COMPANIES	25	5	13	14	8	20	9	12	-	-	18	4	15	6	14	17	23	19	18	16
NO. EMPLOYEES	27	5	18	14	9	20	9	24	-	-	18	13	19	6	15	17	194	55	19	25

Toledo Area, OH

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — The University of Toledo — Ms. N. C. Robon

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.9	28.8	28.3	21.8	28.5	33.2	27.3	24.7	-	17.0	32.0	21.5	29.3	26.2	25.7	36.4	24.4	31.0	31.1	22.1
FIRST QUARTILE	25.5	23.5	23.5	16.5	21.5	26.5	23.5	17.5	-	12.5	26.5	17.5	20.5	21.5	20.5	32.5	21.5	26.5	25.5	17.5
MEDIAN	29.5	27.5	26.5	20.5	28.5	32.5	26.5	24.5	-	15.5	32.5	20.5	29.5	24.5	26.5	35.5	24.5	31.5	31.5	21.5
THIRD QUARTILE	35.5	32.5	31.5	24.5	35.5	41.0	31.5	29.5	-	18.5	34.5	24.5	39.0	29.5	28.5	41.0	26.5	33.5	35.5	24.5
NO. COMPANIES	49	21	22	32	22	50	16	21	-	13	36	17	22	23	20	24	35	25	37	34
NO. EMPLOYEES	52	22	23	36	28	50	20	25	-	13	39	89	74	23	32	27	570	111	39	66

West Michigan

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — Corduroy Rubber Co. — K. F. Guinnup

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.7	31.8	27.2	20.0	23.4	33.4	-	26.6	-	18.6	34.4	27.2	37.1	28.4	24.6	36.0	21.8	24.9	30.1	22.4
FIRST QUARTILE	19.5	25.5	21.5	17.5	12.5	27.5	-	20.5	-	14.5	28.5	20.5	29.5	20.5	17.5	28.5	19.5	21.5	24.5	19.5
MEDIAN	25.5	30.5	25.5	17.5	23.5	30.5	-	25.5	-	17.5	33.5	26.5	37.0	28.5	21.5	35.5	21.5	22.5	30.5	23.5
THIRD QUARTILE	30.5	37.0	31.5	22.5	26.5	43.0	-	28.5	-	20.5	43.0	32.5	44.0	35.5	25.5	44.0	23.5	25.5	32.5	25.5
NO. COMPANIES	17	12	11	11	13	14	-	12	-	8	16	12	15	14	12	10	12	8	16	15
NO. EMPLOYEES	19	13	12	14	14	14	-	15	-	8	16	67	18	18	17	14	319	42	20	50

WEST CENTRAL UNITED STATES

Cedar Rapids, IA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — Davis, Jones, Lamb Insurance — Ms. L. Jacobson

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.1	25.0	27.0	20.3	23.9	29.5	19.4	21.8	-	-	30.1	28.8	31.7	26.8	25.2	34.7	23.8	27.9	26.1	19.7
FIRST QUARTILE	24.5	18.5	18.5	16.5	17.5	25.5	12.5	13.5	-	-	26.5	24.5	25.5	18.5	17.5	25.5	22.5	26.5	20.5	16.5
MEDIAN	27.5	21.5	26.5	18.5	24.5	30.5	16.5	19.5	-	-	28.5	26.5	30.5	23.5	24.5	35.5	24.5	28.5	26.5	20.5
THIRD QUARTILE	31.5	32.5	31.5	26.5	27.5	32.5	23.5	29.5	-	-	32.5	35.5	37.0	33.5	28.5	44.0	24.5	29.5	29.5	22.5
NO. COMPANIES	25	8	6	10	8	22	8	12	-	-	19	9	16	10	9	11	12	13	20	16
NO. EMPLOYEES	31	12	8	10	13	23	10	17	-	-	21	17	34	10	9	13	214	42	20	43

Central Wisconsin

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — Sentry Insurance — J. Hillert

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	25.7	27.7	23.8	21.9	23.0	34.5	21.3	-	-	-	32.0	24.5	37.5	-	-	36.1	21.8	26.6	30.1	21.9
FIRST QUARTILE	21.5	18.5	20.5	16.5	17.5	27.5	14.5	-	-	-	26.5	15.5	32.5	-	-	26.5	18.5	23.5	25.5	20.5
MEDIAN	25.5	29.5	23.5	20.5	20.5	28.5	18.5	-	-	-	29.5	19.5	41.0	-	-	37.0	21.5	24.5	27.5	22.5
THIRD QUARTILE	30.5	34.5	29.5	24.5	26.5	43.0	23.5	-	-	-	35.5	28.5	43.0	-	-	39.0	23.5	28.5	31.5	22.5
NO. COMPANIES	12	5	6	4	9	10	5	-	-	-	8	4	5	-	-	6	9	8	9	6
NO. EMPLOYEES	14	6	6	4	11	10	5	-	-	-	8	7	7	-	-	7	75	24	11	15

Des Moines, IA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — Farmland Insurance — I. Tiffany, C.L.U.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.4	26.8	23.4	19.4	24.2	30.9	21.5	26.4	19.5	15.7	32.0	23.1	35.9	24.8	20.2	32.7	25.4	28.0	27.2	19.6
FIRST QUARTILE	23.5	22.5	21.5	14.5	19.5	25.5	15.5	18.5	13.5	13.5	29.5	18.5	29.5	18.5	18.5	25.5	22.5	24.5	22.5	15.5
MEDIAN	27.5	27.5	21.5	17.5	25.5	30.5	20.5	25.5	21.5	15.5	31.5	22.5	35.5	23.5	19.5	30.5	26.5	28.5	28.5	18.5
THIRD QUARTILE	31.5	30.5	26.5	23.5	27.5	35.5	24.5	34.5	23.5	17.5	35.5	26.5	44.0	27.5	22.5	41.0	28.5	32.5	30.5	22.5
NO. COMPANIES	64	28	23	47	21	54	29	22	8	20	47	27	31	37	17	16	13	12	30	21
NO. EMPLOYEES	90	36	45	50	25	54	38	58	11	24	60	207	53	51	18	24	100	30	35	92

Fort Dodge, IA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY														J. Christians Joselyn Press Stationery					
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	21.1	-	-	18.6	-	26.8	-	24.5	-	-	-	20.1	19.1	22.8	-	-	-	-	-	-
FIRST QUARTILE	16.5	-	-	12.0	-	16.5	-	19.5	-	-	-	13.5	13.5	12.5	-	-	-	-	-	-
MEDIAN	17.5	-	-	12.5	-	26.5	-	23.5	-	-	-	15.5	17.5	17.5	-	-	-	-	-	-
THIRD QUARTILE	29.5	-	-	20.5	-	28.5	-	24.5	-	-	-	25.5	20.5	24.5	-	-	-	-	-	-
NO. COMPANIES	6	-	-	4	-	4	-	4	-	-	-	5	6	5	-	-	-	-	-	-
NO. EMPLOYEES	6	-	-	4	-	4	-	5	-	-	-	12	17	5	-	-	-	-	-	-

Kansas City, MO

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY														W. Sears Kansas Life Ins. Co.					
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.6	32.3	24.8	23.7	27.0	37.3	23.6	29.7	-	-	31.0	24.1	39.5	27.6	25.8	36.8	26.6	27.9	28.7	27.8
FIRST QUARTILE	25.5	27.5	20.5	17.5	18.5	30.5	19.5	19.5	-	-	27.5	18.5	37.0	17.5	20.5	33.5	22.5	25.5	23.5	18.5
MEDIAN	29.5	32.5	22.5	20.5	26.5	37.0	22.5	33.5	-	-	31.5	20.5	39.0	27.5	26.5	37.0	25.5	27.5	27.5	26.5
THIRD QUARTILE	37.0	33.5	28.5	24.5	29.5	43.0	28.5	34.5	-	-	35.5	23.5	41.0	29.5	29.5	41.0	32.5	29.5	33.5	35.5
NO. COMPANIES	23	10	8	11	10	12	12	7	-	-	12	3	8	8	11	4	8	3	15	17
NO. EMPLOYEES	32	11	8	11	11	12	12	7	-	-	16	15	11	9	27	42	116	41	16	88

Lincoln, NE

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY														D. Roth Kelly Services					
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.7	21.7	23.5	14.9	20.0	26.5	19.4	26.7	19.8	15.0	27.4	23.6	32.0	22.0	19.5	33.2	23.9	25.9	25.8	18.7
FIRST QUARTILE	23.5	19.5	20.5	13.5	16.5	20.5	17.5	21.5	15.5	12.5	23.5	16.5	27.5	16.5	15.5	28.5	20.5	23.5	20.5	16.5
MEDIAN	27.5	21.5	23.5	14.5	19.5	24.5	18.5	26.5	16.5	13.5	26.5	21.5	29.5	20.5	18.5	34.5	24.5	25.5	25.5	18.5
THIRD QUARTILE	34.5	23.5	25.5	15.5	22.5	32.5	18.5	27.5	16.5	16.5	30.5	30.5	37.0	26.5	21.5	38.5	27.5	27.5	29.5	21.5
NO. COMPANIES	27	6	12	16	13	29	10	12	3	9	22	12	15	13	16	13	35	16	26	19
NO. EMPLOYEES	32	14	12	65	13	38	11	12	3	13	28	80	20	17	26	13	203	61	25	30

Madison, WI

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY														Ms. C. Erickson Associations Credit Plan					
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.0	27.1	-	22.9	24.3	34.0	29.2	-	22.9	-	27.9	23.5	39.5	-	18.5	34.5	24.4	30.8	28.3	20.9
FIRST QUARTILE	21.5	23.5	-	17.5	12.0	28.5	15.5	-	17.5	-	18.5	19.5	29.5	-	12.0	22.5	24.5	29.5	23.5	16.5
MEDIAN	26.5	23.5	-	20.5	25.5	33.5	28.5	-	23.5	-	27.5	20.5	43.0	-	12.5	27.5	24.5	29.5	30.5	21.5
THIRD QUARTILE	28.5	27.5	-	28.5	27.5	43.0	33.5	-	23.5	-	37.0	24.5	44.0	-	25.5	44.0	25.5	32.5	32.5	23.5
NO. COMPANIES	10	4	-	5	5	11	5	-	5	-	9	5	5	-	5	4	4	2	6	7
NO. EMPLOYEES	12	6	-	5	5	11	5	-	5	-	9	16	5	-	6	4	51	6	6	13

Mid Missouri

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY														Ms. M. Sledge University of Missouri-Columbia					
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.4	25.0	25.5	20.2	26.6	29.4	23.8	28.5	-	15.8	31.0	20.8	41.3	21.4	-	22.1	19.4	22.4	28.5	20.6
FIRST QUARTILE	24.5	20.5	23.5	13.5	21.5	24.5	22.5	25.5	-	13.5	28.5	12.5	39.0	14.5	-	16.5	16.5	18.5	24.5	18.5
MEDIAN	30.5	22.5	26.5	18.5	23.5	27.5	24.5	29.5	-	15.5	28.5	19.5	43.0	14.5	-	22.5	18.5	23.5	28.5	21.5
THIRD QUARTILE	31.5	26.5	26.5	22.5	32.5	33.5	25.5	37.0	-	18.5	35.5	23.5	44.0	29.5	-	26.5	21.5	23.5	28.5	22.5
NO. COMPANIES	11	5	3	7	7	15	6	4	-	4	10	4	5	4	-	4	5	2	8	5
NO. EMPLOYEES	15	6	3	7	10	15	6	4	-	4	15	6	13	10	-	185	100	12	11	18

Milwaukee, WI

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY														Ms. B. Koutnik Olsten Temporary Services					
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.2	31.1	27.6	20.9	24.0	32.6	27.5	26.7	22.7	18.4	33.2	30.7	34.5	28.3	28.8	39.0	25.0	30.5	30.4	23.6
FIRST QUARTILE	24.5	25.5	22.5	15.5	19.5	23.5	22.5	22.5	17.5	15.5	29.5	23.5	30.5	22.5	21.5	35.5	22.5	28.5	26.5	20.5
MEDIAN	28.5	32.5	28.5	20.5	22.5	35.5	29.5	24.5	20.5	16.5	32.5	27.5	34.5	29.5	26.5	43.0	24.5	30.5	29.5	23.5
THIRD QUARTILE	34.5	34.5	31.5	25.5	27.5	44.0	31.5	28.5	25.5	19.5	35.5	33.0	39.0	34.5	35.5	44.0	26.5	32.5	34.5	25.5
NO. COMPANIES	44	17	18	26	22	35	21	21	9	7	38	19	28	20	26	17	25	17	33	23
NO. EMPLOYEES	57	24	22	29	41	38	28	27	9	7	49	103	67	38	35	31	497	126	46	88

Minneapolis-St. Paul, MN

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY														K. Licht Iowa National Mutual Insurance					
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.3	27.9	28.2	18.8	23.9	31.9	24.7	26.2	17.9	16.9	32.0	28.5	33.4	24.5	23.9	36.4	23.6	27.8	28.5	21.2
FIRST QUARTILE	24.5	22.5	23.5	14.5	19.5	25.5	19.5	21.5	15.5	13.5	26.5	22.5	26.5	18.5	20.5	31.5	20.5	22.5	24.5	17.5
MEDIAN	28.5	26.5	27.5	17.5	22.5	32.5	24.5	26.5	17.5	15.5	31.5	27.5	34.5	24.5	23.5	35.5	23.5	28.5	28.5	20.5
THIRD QUARTILE	31.5	30.5	32.5	22.5	28.5	39.0	28.5	32.5	19.5	17.5	39.0	34.5	41.0	29.5	27.5	43.0	25.5	31.5	32.5	24.5
NO. COMPANIES	121	33	48	56	78	100	48	49	14	30	84	29	95	67	55	54	69	49	84	77
NO. EMPLOYEES	146	38	50	58	87	113	52	58	14	32	94	110	175	81	69	90	659	174	104	214

	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL SUPERVISOR	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	WORD PROCESSING SUPERVISOR	MANAGER, ELECTRONIC DATA PROCESSING	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

Omaha, NE

Ms. M. Corkle
Millard Public Schools

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.3	-	-	17.4	21.8	31.2	25.0	21.3	19.3	-	28.5	32.1	34.7	28.3	23.2	32.4	22.1	22.8	24.8	20.5
FIRST QUARTILE	21.5	-	-	12.5	16.5	24.5	18.5	12.5	16.5	-	23.5	23.5	30.5	20.5	19.5	25.5	19.5	21.5	19.5	16.5
MEDIAN	25.5	-	-	15.5	21.5	31.5	23.5	21.5	19.5	-	27.5	30.5	37.0	26.5	21.5	31.5	21.5	21.5	22.5	21.5
THIRD QUARTILE	30.5	-	-	17.5	24.5	34.5	29.5	25.5	20.5	-	31.5	43.0	44.0	34.5	23.5	37.0	25.5	24.5	26.5	22.5
NO. COMPANIES	26	-	-	12	11	19	10	4	4	-	13	8	12	12	9	9	12	7	18	11
NO. EMPLOYEES	30	-	-	12	12	19	13	5	4	-	13	10	15	13	9	12	99	40	19	28

Quad Cities

Mrs. N. J. Schnoor
Branton First National Bank

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.4	25.7	26.2	18.3	19.5	31.5	22.1	26.2	22.6	15.9	33.4	33.5	31.9	26.8	22.2	35.9	24.6	30.9	28.4	25.6
FIRST QUARTILE	26.5	19.5	18.5	14.5	12.5	25.5	16.5	13.5	21.5	13.5	29.5	21.5	25.5	20.5	19.5	31.5	21.5	25.5	23.5	20.5
MEDIAN	30.5	25.5	24.5	18.5	14.5	30.5	23.5	23.5	22.5	16.5	34.5	39.0	32.5	25.5	22.5	35.5	24.5	27.5	29.5	23.5
THIRD QUARTILE	33.5	28.5	28.5	19.5	25.5	37.0	25.5	34.5	27.5	16.5	39.0	44.0	37.0	30.5	23.5	39.0	27.5	33.5	33.5	27.5
NO. COMPANIES	19	7	9	13	11	20	5	8	6	7	17	11	13	9	6	10	12	7	16	9
NO. EMPLOYEES	19	7	9	13	11	20	7	9	6	7	20	22	20	9	7	13	74	12	16	18

St. Louis, MO

L. Krueger
American Soybean Assn.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.4	28.4	23.2	18.1	26.5	29.8	21.4	20.1	19.5	15.7	31.2	23.3	32.0	25.9	19.3	27.3	23.8	25.9	26.6	27.7
FIRST QUARTILE	23.5	22.5	19.5	15.5	21.5	21.5	16.5	13.5	14.5	12.5	27.5	18.5	24.5	16.5	12.0	23.5	21.5	20.5	18.5	20.5
MEDIAN	25.5	29.5	21.5	16.5	24.5	29.5	19.5	21.5	16.5	15.5	31.5	20.5	29.5	24.5	17.5	26.5	23.5	27.5	27.5	26.5
THIRD QUARTILE	29.5	32.5	23.5	19.5	31.5	37.0	21.5	23.5	22.5	17.5	34.5	24.5	44.0	33.5	26.5	31.5	25.5	31.5	30.5	35.5
NO. COMPANIES	35	16	10	16	12	27	11	12	12	14	16	17	22	38	12	8	8	6	14	12
NO. EMPLOYEES	43	19	11	18	13	28	13	20	12	15	21	82	34	45	13	44	68	16	15	62

Southern Minnesota

Mrs. A. Simpson
Production Credit Assn.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.7	28.0	-	-	24.8	28.3	25.0	23.7	-	-	28.1	24.7	32.9	24.3	22.4	29.6	19.4	23.2	23.5	20.3
FIRST QUARTILE	21.5	14.5	-	-	19.5	25.5	21.5	16.5	-	-	22.5	23.5	28.5	20.5	20.5	23.5	16.5	20.5	19.5	15.5
MEDIAN	31.5	32.5	-	-	24.5	27.5	23.5	19.5	-	-	27.5	24.5	31.5	20.5	23.5	29.5	18.5	24.5	21.5	20.5
THIRD QUARTILE	38.5	32.5	-	-	29.5	30.5	27.5	31.5	-	-	29.5	26.5	33.5	28.5	24.5	33.5	21.5	25.5	25.5	22.5
NO. COMPANIES	13	3	-	-	6	11	4	4	-	-	6	8	9	6	5	11	8	6	9	9
NO. EMPLOYEES	13	3	-	-	6	11	4	5	-	-	6	22	24	6	7	16	87	51	11	17

Topeka, KS

L. Neff
Didde Graphic Systems Corp.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.2	27.1	26.2	19.1	20.5	30.6	20.4	28.1	21.1	15.0	32.0	25.5	28.9	25.6	21.6	32.2	19.7	24.2	24.9	24.3
FIRST QUARTILE	18.5	21.5	21.5	13.5	15.5	19.5	14.5	16.5	12.5	13.5	23.5	19.5	20.5	21.5	17.5	18.5	15.5	21.5	21.5	17.5
MEDIAN	27.5	27.5	26.5	18.5	17.5	30.5	17.5	19.5	23.5	14.5	33.5	23.5	28.5	26.5	22.5	32.5	20.5	24.5	24.5	19.5
THIRD QUARTILE	31.5	32.5	30.5	20.5	24.5	41.0	22.5	26.5	23.5	16.5	37.0	31.5	33.5	27.5	23.5	39.0	22.5	26.5	29.5	25.5
NO. COMPANIES	25	9	6	11	10	17	16	10	5	6	17	6	12	11	7	7	9	10	14	9
NO. EMPLOYEES	28	9	6	13	14	17	17	10	5	6	20	35	26	12	7	9	63	42	14	23

Waterloo-Cedar Falls, IA

W. Anderson
Waterloo Ind., Inc.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	25.0	-	-	18.0	23.9	29.2	-	22.0	-	-	28.4	25.7	27.3	23.4	24.0	32.6	22.9	25.2	21.5	19.9
FIRST QUARTILE	18.5	-	-	16.5	16.5	22.5	-	19.5	-	-	21.5	25.5	20.5	12.0	23.5	20.5	22.5	17.5	20.5	18.5
MEDIAN	23.5	-	-	17.5	21.5	28.5	-	24.5	-	-	28.5	25.5	27.5	24.5	23.5	35.5	23.5	24.5	21.5	19.5
THIRD QUARTILE	30.5	-	-	21.5	30.5	31.5	-	24.5	-	-	32.5	26.5	33.5	28.5	24.5	35.5	24.5	27.5	22.5	21.5
NO. COMPANIES	12	-	-	8	8	9	-	6	-	-	6	2	6	3	3	3	5	4	7	4
NO. EMPLOYEES	12	-	-	8	8	9	-	6	-	-	6	23	8	4	4	4	38	9	14	7

Wichita, KS

Ms. V. Storm
Wichita Dental Center PA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.3	-	-	21.1	26.5	39.8	-	-	-	-	33.0	-	-	-	26.5	31.7	23.4	27.8	33.9	21.9
FIRST QUARTILE	28.5	-	-	18.5	20.5	32.5	-	-	-	-	26.5	-	-	-	20.5	20.5	22.5	25.5	28.5	21.5
MEDIAN	32.5	-	-	20.5	29.5	43.0	-	-	-	-	34.5	-	-	-	27.5	31.5	23.5	28.5	34.5	22.5
THIRD QUARTILE	34.5	-	-	22.5	29.5	43.0	-	-	-	-	35.5	-	-	-	30.5	37.0	24.5	28.5	34.5	22.5
NO. COMPANIES	8	-	-	6	3	3	-	-	-	-	5	-	-	-	7	4	3	2	6	3
NO. EMPLOYEES	9	-	-	7	3	3	-	-	-	-	5	-	-	-	8	5	48	17	7	25

SOUTHERN UNITED STATES

Atlanta, GA

R. A. Freed
Tech'l. Assn. of P & P Ind.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.1	31.3	-	21.1	27.1	32.5	24.8	24.8	21.1	17.0	33.0	25.1	30.8	28.4	22.5	35.6	18.8	26.5	30.3	18.1
FIRST QUARTILE	22.5	27.5	-	15.5	20.5	24.5	18.5	20.5	15.5	15.5	23.5	20.5	22.5	24.5	16.5	30.5	16.5	23.5	21.5	15.5
MEDIAN	29.5	30.5	-	15.5	25.5	33.5	21.5	25.5	20.5	16.5	31.5	23.5	30.5	27.5	22.5	31.5	19.5	25.5	26.5	17.5
THIRD QUARTILE	34.5	34.5	-	25.5	32.5	41.0	28.5	28.5	21.5	18.5	44.0	27.5	39.0	31.5	23.5	43.0	20.5	31.5	39.0	21.5
NO. COMPANIES	23	15	-	12	10	18	10	8	4	10	12	12	15	20	7	5	3	3	10	13
NO. EMPLOYEES	40	22	-	12	11	19	10	15	5	13	13	83	72	25	9	6	14	6	14	22

Baltimore, MD

p. Zabel
Maryland Cup Corp.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.5	27.3	28.0	20.3	24.3	33.1	23.4	27.1	23.8	16.6	31.2	29.1	34.6	31.3	23.8	31.8	22.8	29.3	28.4	18.1
FIRST QUARTILE	21.5	20.5	21.5	17.5	18.5	28.5	17.5	16.5	17.5	13.5	26.5	19.5	26.5	25.5	18.5	26.5	20.5	23.5	22.5	14.5
MEDIAN	27.5	23.5	26.5	19.5	21.5	32.5	22.5	28.5	20.5	14.5	31.5	30.5	37.0	31.5	21.5	26.5	22.5	29.5	27.5	16.5
THIRD QUARTILE	30.5	29.5	33.5	22.5	27.5	39.0	27.5	28.5	26.5	19.5	34.5	37.0	41.0	32.5	27.5	39.0	25.5	31.5	33.5	18.5
NO. COMPANIES	22	10	11	12	10	22	9	7	4	6	17	4	12	10	15	13	13	11	16	14
NO. EMPLOYEES	23	14	11	12	11	22	9	8	4	7	19	60	30	11	17	29	111	16	17	19

Birmingham, AL

Ms. L. Nobles
Malone Freight Lines

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.8	33.5	-	23.9	26.9	29.7	29.3	32.8	-	17.3	29.3	25.9	40.1	23.4	23.4	-	26.4	29.0	32.1	20.4
FIRST QUARTILE	23.5	21.5	-	14.5	15.5	20.5	21.5	16.5	-	12.5	16.5	17.5	24.5	18.5	17.5	-	22.5	25.5	19.5	18.5
MEDIAN	26.5	34.5	-	17.5	23.5	27.5	26.5	39.0	-	14.5	24.5	21.5	44.0	22.5	25.5	-	28.5	27.5	30.5	20.5
THIRD QUARTILE	31.5	44.0	-	31.5	33.5	37.0	34.5	43.0	-	21.5	37.0	34.5	44.0	23.5	26.5	-	28.5	32.5	44.0	22.5
NO. COMPANIES	13	5	-	8	8	10	8	5	-	6	12	7	5	7	7	-	6	4	9	9
NO. EMPLOYEES	16	5	-	8	8	10	8	10	-	6	12	26	5	15	9	-	186	21	9	26

Charlotte, NC

P. Byrd
Crompton & Knowles Corp.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.9	30.9	23.3	19.9	22.9	31.7	21.2	21.8	-	15.4	-	23.6	37.2	26.3	23.1	32.3	20.5	26.8	30.0	22.4
FIRST QUARTILE	20.5	22.5	18.5	14.5	19.5	26.5	14.5	17.5	-	13.5	-	18.5	35.5	15.5	18.5	26.5	18.5	21.5	25.5	19.5
MEDIAN	24.5	30.5	22.5	20.5	21.5	30.5	19.5	21.5	-	14.5	-	21.5	39.0	25.5	23.5	30.5	20.5	26.5	28.5	23.5
THIRD QUARTILE	34.5	35.5	27.5	24.5	24.5	34.5	24.5	24.5	-	16.5	-	23.5	43.0	32.5	25.5	41.0	22.5	31.5	34.5	23.5
NO. COMPANIES	29	15	6	19	16	28	16	10	-	8	-	10	15	11	11	13	14	11	17	16
NO. EMPLOYEES	29	23	6	19	31	33	22	18	-	10	-	103	18	11	13	26	154	25	23	91

Chattanooga, TN

A. Noback
Blue Cross/Blue Shield

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.9	28.8	28.5	18.8	-	30.9	-	24.0	-	-	33.3	34.1	35.8	26.2	25.2	34.2	24.4	29.5	27.3	19.6
FIRST QUARTILE	26.5	21.5	20.5	14.5	-	22.5	-	15.5	-	-	26.5	25.5	26.5	18.5	18.5	29.5	19.5	27.5	21.5	15.5
MEDIAN	30.5	32.5	27.5	14.5	-	28.5	-	21.5	-	-	30.5	35.5	37.0	22.5	25.5	32.5	24.5	29.5	24.5	18.5
THIRD QUARTILE	34.5	34.5	33.5	19.5	-	37.0	-	25.5	-	-	44.0	39.0	37.0	32.5	27.5	41.0	28.5	34.5	31.5	24.5
NO. COMPANIES	13	6	5	9	-	11	-	5	-	-	10	5	3	5	7	7	9	7	11	8
NO. EMPLOYEES	13	6	5	9	-	11	-	5	-	-	10	20	3	5	8	19	557	110	11	21

Columbia, SC

G. Bailey
S. C. Farm Bureau

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.5	24.8	27.3	27.1	-	33.9	21.8	-	-	-	35.6	22.9	33.9	30.6	18.4	35.3	-	23.3	23.1	17.5
FIRST QUARTILE	23.5	22.5	24.5	24.5	-	30.5	15.5	-	-	-	31.5	15.5	28.5	24.5	12.0	25.5	-	18.5	19.5	14.5
MEDIAN	27.5	24.5	27.5	27.5	-	33.5	22.5	-		-	37.0	19.5	31.5	25.5	18.5	30.5	-	18.5	21.5	16.5
THIRD QUARTILE	35.5	26.5	30.5	30.5	-	37.0	23.5	-	-	-	39.0	25.5	37.0	35.5	23.5	41.0	-	28.5	25.5	18.5
NO. COMPANIES	13	5	6	2	-	9	7	-	-	-	8	4	5	5	5	4	-	3	8	7
NO. EMPLOYEES	22	31	60	56	-	18	7	-	-	-	18	8	8	8	5	4	-	14	10	39

	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL SUPERVISOR	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	WORD PROCESSING SUPERVISOR	MANAGER, ELECTRONIC DATA PROCESSING	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T

(AMOUNTS IN THOUSANDS OF DOLLARS)

Dallas, TX

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — Ms. M. Jones, DeGolyer & MacNaughton

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.3	32.3	27.1	20.4	26.2	34.0	28.7	23.9	22.4	18.9	34.2	24.1	33.3	31.6	28.3	33.8	22.5	23.9	27.5	21.3
FIRST QUARTILE	24.5	23.5	20.5	16.5	18.5	23.5	24.5	19.5	17.5	15.5	28.5	17.5	24.5	24.5	20.5	28.5	20.5	22.5	19.5	18.5
MEDIAN	29.5	30.5	24.5	19.5	23.5	34.5	29.5	25.5	21.5	17.5	33.5	20.5	34.5	28.5	30.5	33.5	22.5	23.5	29.5	21.5
THIRD QUARTILE	39.0	39.0	31.5	22.5	29.5	43.0	32.5	27.5	23.5	20.5	41.0	27.5	41.0	39.0	32.5	35.5	24.5	26.5	31.5	22.5
NO. COMPANIES	43	16	8	25	13	31	12	15	12	20	26	19	19	26	17	12	10	8	22	12
NO. EMPLOYEES	50	16	8	25	13	31	20	18	12	22	31	101	33	27	32	15	243	231	27	69

Fort Worth, TX

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — B. Cramer, Jr., Dan Lawson & Associates

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.4	25.7	29.2	19.1	21.8	28.8	-	24.0	-	12.9	32.7	34.2	27.4	33.2	19.0	31.0	18.6	29.5	24.5	16.7
FIRST QUARTILE	19.5	20.5	21.5	14.5	17.5	22.5	-	17.5	-	12.0	25.5	18.5	12.5	24.5	15.5	21.5	13.5	26.5	18.5	13.5
MEDIAN	23.5	24.5	24.5	16.5	19.5	29.5	-	23.5	-	12.0	32.5	37.0	28.5	33.5	17.5	29.5	18.5	28.5	23.5	15.5
THIRD QUARTILE	34.5	30.5	33.5	22.5	24.5	34.5	-	27.5	-	14.5	37.0	41.0	41.0	44.0	21.5	41.0	21.5	33.5	29.5	18.5
NO. COMPANIES	19	8	5	11	7	18	-	6	-	4	12	5	14	9	8	12	7	8	15	12
NO. EMPLOYEES	31	10	5	11	7	18	-	8	-	6	12	8	29	10	12	21	51	21	15	21

Greater Orlando, FL

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — L. Pace, Red Lobster Inns of America

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.4	27.4	30.9	25.3	-	29.7	22.3	-	-	14.6	30.7	39.1	30.8	27.9	25.0	41.7	23.2	32.8	25.8	-
FIRST QUARTILE	20.5	22.5	26.5	20.5	-	20.5	17.5	-	-	12.0	26.5	34.5	25.5	23.5	18.5	39.0	21.5	29.5	21.5	-
MEDIAN	25.5	24.5	28.5	23.5	-	31.5	20.5	-	-	13.5	27.5	37.0	33.5	25.5	25.5	44.0	23.5	31.5	24.5	-
THIRD QUARTILE	28.5	35.5	31.5	28.5	-	33.5	22.5	-	-	16.5	37.0	41.0	33.5	28.5	29.5	44.0	25.5	35.5	29.5	-
NO. COMPANIES	9	6	4	4	-	5	5	-	-	4	6	4	3	7	6	3	5	4	7	-
NO. EMPLOYEES	9	6	4	4	-	5	5	-	-	5	6	4	3	7	6	19	172	45	7	-

Greensboro, NC

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — R. Penvose, Iowa National Mutual Ins. Co.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.7	28.0	24.5	18.3	20.6	28.4	19.0	20.3	23.0	13.0	29.5	23.0	34.4	16.9	23.8	23.3	21.0	25.2	23.5	24.4
FIRST QUARTILE	22.5	24.5	23.5	13.5	19.5	24.5	14.5	14.5	12.0	12.0	21.5	16.5	28.5	14.5	20.5	26.5	18.5	23.5	16.5	15.5
MEDIAN	26.5	27.5	23.5	16.5	20.5	27.5	16.5	15.5	21.5	13.5	29.5	20.5	37.0	16.5	20.5	31.5	20.5	24.5	22.5	26.5
THIRD QUARTILE	32.5	32.5	26.5	21.5	21.5	33.5	16.5	27.5	21.5	13.5	34.5	28.5	37.0	17.5	27.5	39.0	22.5	26.5	25.5	29.5
NO. COMPANIES	18	9	2	11	4	12	4	7	3	2	9	5	4	5	7	5	8	3	7	5
NO. EMPLOYEES	19	12	6	13	7	14	7	8	3	3	9	32	5	5	10	18	163	20	11	24

Greenville, SC

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — A. Hamilton, Liberty Life Insurance Co.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.4	28.7	28.0	19.9	25.0	28.4	23.3	-	-	-	29.4	19.0	33.7	25.1	24.5	36.5	19.8	23.5	29.3	21.7
FIRST QUARTILE	18.5	25.5	15.5	12.5	17.5	20.5	13.5	-	-	-	24.5	15.5	24.5	17.5	18.5	34.5	18.5	21.5	27.5	17.5
MEDIAN	25.5	27.5	32.5	20.5	23.5	32.5	17.5	-	-	-	30.5	16.5	34.5	22.5	26.5	37.0	19.5	23.5	30.5	23.5
THIRD QUARTILE	33.5	32.5	34.5	23.5	28.5	32.5	37.0	-	-	-	34.5	21.5	41.0	32.5	29.5	39.0	20.5	25.5	32.5	24.5
NO. COMPANIES	15	5	6	8	4	10	6	-	-	-	8	10	10	8	10	7	8	6	7	6
NO. EMPLOYEES	22	29	9	20	9	11	6	-	-	-	15	50	12	8	23	43	130	61	15	32

Houston, TX

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — S. L. Hughes, Honeywell, Inc.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.5	38.3	29.4	20.9	29.2	38.4	33.3	23.9	-	18.2	37.8	36.8	38.0	28.6	24.4	35.4	25.4	28.5	34.7	21.3
FIRST QUARTILE	26.5	33.5	23.5	16.5	15.5	34.5	28.5	19.5	-	15.5	32.5	32.5	34.5	23.5	21.5	30.5	21.5	21.5	29.5	18.5
MEDIAN	34.5	39.0	23.5	18.5	28.5	44.0	33.5	24.5	-	17.5	39.0	37.0	41.0	26.5	24.5	35.5	25.5	31.5	35.5	21.5
THIRD QUARTILE	37.0	41.0	35.5	24.5	34.5	44.0	37.0	25.5	-	19.5	44.0	44.0	44.0	31.5	26.5	39.0	30.5	35.5	41.0	23.5
NO. COMPANIES	28	13	6	19	11	20	10	6	-	11	17	12	16	20	12	8	11	5	18	15
NO. EMPLOYEES	36	17	10	20	13	22	13	9	-	17	24	70	35	39	131	40	96	36	26	103

Jacksonville, FL

Ms. K. Sadler
First Temporary Services

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.0	29.1	-	18.3	24.2	31.2	19.6	20.4	-	17.0	32.8	24.5	37.2	26.1	21.3	35.6	23.4	24.4	26.3	19.8
FIRST QUARTILE	22.5	25.5	-	15.5	19.5	23.5	15.5	17.5	-	12.5	28.5	16.5	33.5	19.5	18.5	27.5	18.5	17.5	20.5	15.5
MEDIAN	26.5	28.5	-	17.5	23.5	29.5	15.5	19.5	-	14.5	33.5	21.5	37.0	25.5	19.5	34.5	23.5	22.5	26.5	18.5
THIRD QUARTILE	34.5	32.5	-	19.5	27.5	37.0	21.5	22.5	-	17.5	39.0	33.5	43.0	29.5	23.5	43.0	28.5	30.5	32.5	21.5
NO. COMPANIES	31	12	-	19	15	34	17	15	-	12	20	6	13	13	18	13	15	14	24	18
NO. EMPLOYEES	39	15	-	23	16	35	20	16	-	13	21	25	23	14	20	16	217	81	26	39

Lexington, KY

J. Sinclair
Columbia Gas of Kentucky

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.8	22.8	30.5	22.2	22.0	34.9	-	-	-	-	35.3	20.6	-	35.5	27.1	30.8	23.8	29.9	26.5	20.2
FIRST QUARTILE	18.5	14.5	19.5	20.5	17.5	27.5	-	-	-	-	31.5	15.5	-	26.5	23.5	25.5	22.5	26.5	19.5	17.5
MEDIAN	27.5	15.5	34.5	22.5	22.5	34.5	-	-	-	-	35.5	18.5	-	27.5	24.5	29.5	23.5	28.5	29.5	20.5
THIRD QUARTILE	33.5	29.5	34.5	23.5	23.5	43.0	-	-	-	-	37.0	23.5	-	44.0	28.5	35.5	25.5	29.5	29.5	23.5
NO. COMPANIES	11	4	5	6	3	9	-	-	-	-	7	4	-	4	6	4	4	3	7	5
NO. EMPLOYEES	13	4	5	6	4	9	-	-	-	-	7	33	-	4	9	19	204	7	7	9

Louisville, KY

R. L. Zehnder
Citizens Fidelity Mortgage Co.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.7	24.5	32.8	18.9	23.8	28.8	27.6	27.8	19.7	21.5	32.0	23.5	35.9	22.8	24.1	39.5	21.6	25.2	25.3	21.2
FIRST QUARTILE	23.5	18.5	26.5	15.5	20.5	21.5	20.5	23.5	16.5	19.5	27.5	19.5	31.5	12.0	19.5	28.5	18.5	18.5	21.5	16.5
MEDIAN	24.5	20.5	29.5	18.5	22.5	28.5	23.5	27.5	17.5	21.5	29.5	21.5	35.5	13.5	25.5	43.0	21.5	25.5	24.5	22.5
THIRD QUARTILE	32.5	28.5	39.0	21.5	24.5	32.5	30.5	33.5	17.5	21.5	41.0	26.5	41.0	34.5	27.5	43.0	23.5	29.5	27.5	24.5
NO. COMPANIES	19	8	5	13	8	21	8	6	5	3	16	3	7	10	3	5	8	7	12	7
NO. EMPLOYEES	20	13	6	14	15	21	8	6	5	3	18	51	10	16	5	5	73	13	12	11

Memphis, TN

T. Blount
Rhodes Lauck & Associates

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.6	-	21.9	-	26.0	26.6	23.0	18.7	-	12.7	29.9	20.1	33.9	23.9	25.5	36.4	25.2	30.4	28.9	-
FIRST QUARTILE	18.5	-	16.5	-	12.5	16.5	15.5	13.5	-	12.0	23.5	12.5	28.5	14.5	17.5	23.5	22.5	28.5	22.5	-
MEDIAN	28.5	-	16.5	-	25.5	25.5	18.5	17.5	-	12.5	30.5	15.5	33.5	21.5	27.5	43.0	25.5	31.5	24.5	-
THIRD QUARTILE	37.0	-	29.5	-	31.5	32.5	29.5	22.5	-	13.5	34.5	24.5	41.0	30.5	29.5	44.0	27.5	32.5	37.0	-
NO. COMPANIES	10	-	3	-	4	8	4	6	-	4	9	6	7	8	7	5	6	4	8	-
NO. EMPLOYEES	11	-	5	-	4	8	6	10	-	5	9	19	11	8	7	5	81	17	10	-

Northwest Georgia

Ms. P. P. Crick
The Tappan Co.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	24.8	-	-	-	-	-	-	-	-	-	-	-	-	-	-	30.9	22.6	-	19.3	-
FIRST QUARTILE	19.5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	24.5	21.5	-	12.0	-
MEDIAN	22.5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	31.5	23.5	-	22.5	-
THIRD QUARTILE	30.5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	34.5	23.5	-	22.5	-
NO. COMPANIES	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	2	-	2	-
NO. EMPLOYEES	6	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6	69	-	3	-

Oklahoma City, OK

G. Switzer
Norrell Services, Inc.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	31.9	32.5	23.1	20.8	23.8	36.2	24.0	30.1	-	-	34.4	31.5	34.7	25.7	26.9	32.7	25.6	27.2	28.3	30.5
FIRST QUARTILE	23.5	27.5	19.5	14.5	20.5	25.5	18.5	21.5	-	-	27.5	16.5	30.5	20.5	17.5	25.5	24.5	22.5	23.5	22.5
MEDIAN	30.5	29.5	23.5	18.5	24.5	37.0	22.5	30.5	-	-	37.0	37.0	33.5	22.5	25.5	26.5	26.5	24.5	25.5	29.5
THIRD QUARTILE	39.0	37.0	24.5	22.5	27.5	44.0	25.5	39.0	-	-	41.0	41.0	37.0	32.5	33.5	41.0	27.5	33.5	33.5	44.0
NO. COMPANIES	16	8	5	13	10	13	10	10	-	-	12	7	8	10	9	3	9	7	9	7
NO. EMPLOYEES	21	23	7	14	14	13	12	14	-	-	12	86	29	10	10	5	209	56	10	32

Raleigh, NC

E. Corbitt
Olsten of Raleigh, Inc.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	23.8	25.8	22.1	15.9	-	27.2	18.6	21.8	-	-	30.3	21.1	30.4	24.0	21.5	26.0	16.9	20.7	26.4	18.2
FIRST QUARTILE	19.5	20.5	16.5	12.5	-	22.5	16.5	16.5	-	-	23.5	17.5	28.5	17.5	16.5	18.5	14.5	16.5	21.5	16.5
MEDIAN	21.5	21.5	21.5	14.5	-	27.5	20.5	21.5	-	-	29.5	18.5	30.5	20.5	20.5	18.5	16.5	18.5	23.5	17.5
THIRD QUARTILE	28.5	29.5	25.5	16.5	-	30.5	20.5	24.5	-	-	37.0	23.5	33.5	25.5	25.5	33.5	18.5	23.5	31.5	19.5
NO. COMPANIES	15	6	5	9	-	12	7	7	-	-	14	2	5	4	5	6	6	7	10	7
NO. EMPLOYEES	19	6	5	9	-	12	7	7	-	-	15	13	14	5	6	14	54	25	10	14

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
	ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL SUPERVISOR	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	WORD PROCESSING SUPERVISOR	MANAGER, ELECTRONIC DATA PROCESSING	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER

(AMOUNTS IN THOUSANDS OF DOLLARS)

Richmond, VA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.4	32.8	29.0	19.8	24.9	33.5	25.3	20.7	30.5	17.0	33.7	26.2	28.9	18.9	22.3	32.6	23.7	28.2	22.0	19.7
FIRST QUARTILE	27.5	27.5	20.5	14.5	18.5	25.5	19.5	12.5	23.5	12.5	29.5	19.5	24.5	13.5	12.5	25.5	14.5	21.5	14.5	13.5
MEDIAN	30.5	32.5	24.5	16.5	24.5	34.5	23.5	12.5	35.5	16.5	35.5	21.5	24.5	13.5	18.5	37.0	24.5	33.5	14.5	20.5
THIRD QUARTILE	39.0	37.0	31.5	23.5	30.5	43.0	34.5	31.5	35.5	18.5	39.0	32.5	41.0	23.5	32.5	39.0	32.5	34.5	27.5	21.5
NO. COMPANIES	27	19	10	19	12	28	13	14	8	13	21	18	11	26	12	11	13	8	19	14
NO. EMPLOYEES	35	23	15	20	12	31	19	56	18	16	27	113	80	57	120	117	215	100	57	32

Mrs. A. O. Ayer, Federal Reserve Bank of Richmond

Roanoke, VA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.9	-	-	20.5	16.6	32.5	-	28.0	-	-	30.1	19.3	33.4	-	29.7	30.0	22.1	28.2	26.3	27.1
FIRST QUARTILE	21.5	-	-	14.5	12.0	22.5	-	21.5	-	-	24.5	15.5	24.5	-	16.5	24.5	19.5	23.5	16.5	24.5
MEDIAN	25.5	-	-	15.5	14.5	32.5	-	23.5	-	-	27.5	16.5	39.0	-	24.5	27.5	23.5	24.5	26.5	26.5
THIRD QUARTILE	35.5	-	-	27.5	18.5	44.0	-	39.0	-	-	33.5	22.5	44.0	-	44.0	37.0	24.5	34.5	28.5	31.5
NO. COMPANIES	16	-	-	7	4	13	-	6	-	-	11	4	8	-	4	7	8	6	10	4
NO. EMPLOYEES	22	-	-	9	5	16	-	6	-	-	12	14	41	-	5	15	102	30	11	25

R. K. Totten, Appalachian Power Co.

Sabine Neches, TX

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.5	31.0	26.8	19.1	23.5	34.8	27.2	-	-	-	33.9	28.3	41.6	32.8	26.9	41.7	28.0	35.3	30.5	22.7
FIRST QUARTILE	22.5	24.5	23.5	12.5	20.5	29.5	21.5	-	-	-	27.5	23.5	39.0	12.5	21.5	37.0	24.5	28.5	23.5	18.5
MEDIAN	31.5	28.5	26.5	17.5	20.5	31.5	25.5	-	-	-	32.5	29.5	44.0	37.0	25.5	44.0	26.5	37.0	31.5	23.5
THIRD QUARTILE	34.5	31.5	31.5	20.5	27.5	44.0	29.5	-	-	-	35.5	32.5	44.0	44.0	33.5	44.0	32.5	43.0	35.5	25.5
NO. COMPANIES	16	5	6	13	6	14	11	-	-	-	8	6	6	5	13	13	13	12	13	16
NO. EMPLOYEES	17	5	6	13	6	14	11	-	-	-	8	25	8	5	14	17	161	53	13	42

Dr. W. S. Darsey, Lamar University

Spartanburg, SC

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.9	-	30.3	20.0	24.5	30.4	-	-	-	-	29.5	-	34.3	-	-	-	22.3	28.6	-	-
FIRST QUARTILE	21.5	-	23.5	15.5	12.5	23.5	-	-	-	-	26.5	-	26.5	-	-	-	20.5	23.5	-	-
MEDIAN	28.5	-	28.5	19.5	26.5	26.5	-	-	-	-	27.5	-	32.5	-	-	-	22.5	26.5	-	-
THIRD QUARTILE	30.5	-	33.5	20.5	27.5	35.5	-	-	-	-	30.5	-	32.5	-	-	-	23.5	31.5	-	-
NO. COMPANIES	5	-	4	4	3	6	-	-	-	-	5	-	3	-	-	-	4	3	-	-
NO. EMPLOYEES	7	-	4	4	5	6	-	-	-	-	5	-	3	-	-	-	67	17	-	-

R. K. Harrel, Southern Wood Piedmont

Tulsa, OK

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.1	32.8	28.1	21.9	23.9	34.2	26.9	23.8	22.3	19.6	33.7	25.5	34.6	29.7	26.4	35.2	25.3	31.7	31.5	21.9
FIRST QUARTILE	23.5	29.5	24.5	14.5	19.5	27.5	22.5	17.5	15.5	14.5	29.5	19.5	29.5	23.5	20.5	25.5	22.5	30.5	23.5	17.5
MEDIAN	29.5	32.5	29.5	20.5	23.5	35.5	26.5	23.5	22.5	19.5	32.5	25.5	34.5	28.5	28.5	39.0	26.5	31.5	31.5	19.5
THIRD QUARTILE	35.5	37.0	32.5	28.5	26.5	44.0	30.5	24.5	22.5	22.5	39.0	29.5	39.0	37.0	30.5	41.0	26.5	32.5	35.5	25.5
NO. COMPANIES	32	12	10	17	19	22	15	10	4	14	18	15	16	21	14	15	14	9	15	17
NO. EMPLOYEES	35	24	10	17	19	22	21	11	4	15	20	70	26	22	14	19	158	58	15	33

Ms. L. J. Wilson, Southwestern Bell Telephone

Washington, DC

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.4	28.7	25.8	22.1	27.7	31.8	24.2	24.9	21.0	14.6	36.5	26.6	39.1	28.4	26.3	-	-	-	25.3	17.3
FIRST QUARTILE	22.5	23.5	22.5	16.5	22.5	20.5	18.5	18.5	16.5	14.5	29.5	18.5	33.5	22.5	17.5	-	-	-	20.5	15.5
MEDIAN	26.5	27.5	24.5	19.5	26.5	34.5	22.5	22.5	18.5	14.5	35.5	25.5	44.0	25.5	23.5	-	-	-	25.5	16.5
THIRD QUARTILE	34.5	33.5	27.5	25.5	33.5	39.0	27.5	29.5	22.5	15.5	44.0	29.5	44.0	31.5	34.5	-	-	-	28.5	17.5
NO. COMPANIES	17	5	4	9	5	11	11	6	8	4	15	7	5	13	5	-	-	-	7	6
NO. EMPLOYEES	21	30	4	9	6	11	12	10	8	6	21	12	17	18	5	-	-	-	9	8

Mrs. C. C. Tighe, Nat'l. Assoc. of SEC Dealers

Winston-Salem, NC

P. Patrizia
Winston-Salem Chapter

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	26.0	-	22.1	18.7	22.4	32.1	26.5	22.9	-	13.9	30.9	22.4	32.8	29.2	17.7	31.2	19.1	24.4	26.6	20.0
FIRST QUANTILE	23.5	-	15.5	15.5	19.5	26.5	24.5	19.5	-	12.0	28.5	15.5	29.5	19.5	14.5	27.5	16.5	21.5	21.5	15.5
MEDIAN	26.5	-	21.5	15.5	21.5	30.5	24.5	21.5	-	14.5	32.5	20.5	33.5	30.5	16.5	29.5	19.5	24.5	25.5	17.5
THIRD QUARTILE	29.5	-	25.5	24.5	25.5	34.5	31.5	23.5	-	14.5	35.5	28.5	39.0	33.5	18.5	37.0	21.5	26.5	30.5	24.5
NO. COMPANIES	18	-	8	10	9	16	6	8	-	2	14	7	13	9	8	10	9	4	10	9
NO. EMPLOYEES	18	-	8	10	9	16	8	8	-	8	16	30	26	9	12	22	121	27	10	19

Boise, ID

WESTERN UNITED STATES

D. Alderson
Morrison-Knudsen Co. Inc.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.0	25.8	-	14.6	-	26.7	18.8	-	-	14.8	34.9	19.4	-	26.9	-	-	27.8	-	23.4	-
FIRST QUANTILE	21.5	19.5	-	13.5	-	18.5	13.5	-	-	14.5	29.5	17.5	-	20.5	-	-	20.5	-	20.5	-
MEDIAN	22.5	25.5	-	14.5	-	27.5	13.5	-	-	14.5	34.5	17.5	-	27.5	-	-	31.5	-	23.5	-
THIRD QUARTILE	25.5	28.5	-	15.5	-	30.5	23.5	-	-	15.5	39.0	20.5	-	27.5	-	-	31.5	-	24.5	-
NO. COMPANIES	12	4	-	6	-	7	4	-	-	4	7	3	-	5	-	-	2	-	4	-
NO. EMPLOYEES	43	4	-	95	-	9	4	-	-	8	16	8	-	5	-	-	3	-	13	-

Colorado Springs, CO

Ms. C. Shaffer
Accel Temporary Svs.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.3	31.5	26.5	19.7	22.9	28.7	25.2	28.2	-	16.0	31.6	27.8	32.4	25.5	19.4	35.7	25.5	25.0	25.3	20.5
FIRST QUARTILE	24.5	24.5	19.5	12.5	15.5	22.5	15.5	15.5	-	12.0	23.5	23.5	24.5	17.5	14.5	35.5	20.5	17.5	17.5	18.5
MEDIAN	31.5	26.5	25.5	16.5	22.5	27.5	28.5	23.5	-	16.5	33.5	27.5	32.5	23.5	17.5	39.5	29.5	25.5	25.5	20.5
THIRD QUARTILE	35.5	41.0	26.5	20.5	27.5	35.5	29.5	27.5	-	18.5	37.0	30.5	41.0	30.5	19.5	37.0	30.5	31.5	29.5	23.5
NO. COMPANIES	15	6	3	7	8	17	6	8	-	5	11	5	11	7	7	9	10	7	12	10
NO. EMPLOYEES	20	6	4	7	8	18	6	9	-	5	11	12	14	8	7	16	82	32	13	37

El Paso, TX

Ms. B. Brunk
Mutual Saving Assn.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.2	28.6	25.2	19.0	22.8	26.7	15.8	23.8	-	19.3	32.4	-	37.1	32.5	23.5	38.1	25.2	27.6	27.2	21.3
FIRST QUARTILE	20.5	21.5	23.5	14.5	17.5	17.5	12.0	18.5	-	13.5	25.5	-	29.5	28.5	20.5	32.5	19.5	19.5	18.5	18.5
MEDIAN	25.5	24.5	25.5	17.5	21.5	24.5	13.5	26.5	-	15.5	33.5	-	35.5	32.5	21.5	33.5	28.5	29.5	28.5	22.5
THIRD QUARTILE	35.5	33.5	25.5	23.5	27.5	34.5	18.5	27.5	-	19.5	37.0	-	44.0	33.5	24.5	44.0	28.5	32.5	32.5	23.5
NO. COMPANIES	14	6	3	10	7	12	4	7	-	5	8	-	5	4	9	5	6	6	6	7
NO. EMPLOYEES	14	6	3	10	9	12	5	7	-	5	9	-	5	4	12	6	123	23	6	16

Eugene, OR

Ms. A. M. Severson
Lane Plywood, Inc.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	25.6	-	-	17.8	23.8	35.3	20.9	-	-	-	25.6	26.3	31.1	16.9	21.6	30.2	26.3	27.0	24.2	19.7
FIRST QUARTILE	20.5	-	-	15.5	16.5	30.5	15.5	-	-	-	17.5	19.5	25.5	12.5	19.5	18.5	21.5	20.5	19.5	17.5
MEDIAN	25.5	-	-	17.5	25.5	34.5	21.5	-	-	-	24.5	24.5	30.5	15.5	20.5	29.5	28.5	23.5	23.5	20.5
THIRD QUARTILE	29.5	-	-	18.5	26.5	39.0	26.5	-	-	-	32.5	32.5	35.5	17.5	22.5	39.0	29.5	35.5	26.5	21.5
NO. COMPANIES	18	-	-	9	7	6	3	-	-	-	12	13	13	8	6	8	8	7	10	6
NO. EMPLOYEES	22	-	-	9	8	6	6	-	-	-	20	42	15	48	8	23	28	36	10	13

Los Angeles, CA

M. Arbogost
Auto Club of Southern Calif.

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	32.5	34.8	30.5	23.0	27.0	38.3	24.8	27.5	27.8	21.1	38.4	29.2	27.0	32.7	28.5	41.6	25.9	26.6	33.6	24.5
FIRST QUARTILE	29.5	31.5	28.5	19.5	22.5	33.5	19.5	20.5	23.5	20.5	32.5	24.5	22.5	26.5	23.5	41.0	22.5	21.5	29.5	22.5
MEDIAN	32.5	32.5	31.5	21.5	26.5	39.0	22.5	25.5	25.5	21.5	41.0	27.5	25.5	33.5	27.5	43.0	26.5	27.5	34.5	24.5
THIRD QUARTILE	37.0	41.0	32.5	27.5	30.5	44.0	29.5	33.5	28.5	23.5	44.0	31.5	29.5	41.0	33.5	44.0	28.5	30.5	37.0	27.5
NO. COMPANIES	31	13	13	24	13	27	21	11	4	11	17	12	7	18	14	9	11	7	28	23
NO. EMPLOYEES	39	14	18	25	23	32	48	14	4	20	21	161	83	18	14	14	79	30	32	86

Phoenix, AZ

Ms. R. Dingley
Arizona Public Service

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY																			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.9	31.9	27.5	18.8	23.9	31.6	28.3	21.7	-	17.9	34.6	29.2	30.3	26.2	23.1	29.9	19.1	25.1	28.7	22.9
FIRST QUARTILE	23.5	27.5	20.5	14.5	13.5	22.5	21.5	17.5	-	12.5	30.5	23.5	25.5	18.5	18.5	26.5	17.5	22.5	22.5	18.5
MEDIAN	28.5	32.5	26.5	16.5	21.5	33.5	24.5	22.5	-	19.5	34.5	28.5	29.5	29.5	20.5	30.5	18.5	25.5	27.5	20.5
THIRD QUARTILE	31.5	33.5	31.5	20.5	32.5	41.0	35.5	26.5	-	20.5	39.0	31.5	37.0	31.5	25.5	34.5	21.5	28.5	32.5	24.5
NO. COMPANIES	30	13	12	16	17	28	10	9	-	6	21	12	19	15	25	10	12	11	17	23
NO. EMPLOYEES	42	19	13	18	17	29	10	10	-	7	24	128	31	20	30	18	102	38	24	81

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
ACCOUNTING MANAGER	AUDITING MANAGER	COST ACCOUNTING MANAGER	PAYROLL SUPERVISOR	CREDIT & COLLECTION MANAGER	PERSONNEL DIRECTOR	EMPLOYMENT MANAGER	CUSTOMER SERVICE MANAGER	WORD PROCESSING MANAGER	WORD PROCESSING SUPERVISOR	MANAGER, ELECTRONIC DATA PROCESSING	BRANCH MANAGER	SALES MANAGER	MANAGER, ADMIN. SERVICES	WAREHOUSE MANAGER	PLANT MANAGER	FOREMAN	GENERAL FOREMAN	PURCHASING MANAGER	BUYER

(AMOUNTS IN THOUSANDS OF DOLLARS)

Portland, OR

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — D. Deal Kraft Inc.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	29.9	34.9	38.0	21.4	27.0	27.9	24.3	30.1	-	-	34.1	29.3	36.2	30.3	25.3	36.0	19.8	25.1	28.8	25.9
FIRST QUARTILE	24.5	32.5	30.5	16.5	24.5	19.5	16.5	24.5	-	-	29.5	24.5	33.5	26.5	21.5	30.5	17.5	23.5	24.5	23.5
MEDIAN	29.5	35.5	33.5	19.5	26.5	25.5	21.5	27.5	-	-	30.5	28.5	35.5	30.5	24.5	35.5	18.5	26.5	29.5	25.5
THIRD QUARTILE	32.5	41.0	44.0	24.5	29.5	34.5	29.5	31.5	-	-	43.0	33.5	43.0	35.5	30.5	39.0	20.5	26.5	32.5	27.5
NO. COMPANIES	16	6	3	10	10	13	8	8	-	-	13	9	11	15	8	8	9	5	12	8
NO. EMPLOYEES	18	7	4	10	14	16	8	8	-	-	14	193	32	15	8	13	57	21	14	24

Sacramento, CA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — R. C. Mahrle Bekins Moving & Storage Co.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.6	-	-	19.3	26.3	33.9	-	-	-	-	35.3	33.2	30.3	30.2	-	-	-	-	36.2	17.4
FIRST QUARTILE	25.5	-	-	12.5	15.5	27.5	-	-	-	-	18.5	29.5	18.5	25.5	-	-	-	-	27.5	12.0
MEDIAN	26.5	-	-	13.5	26.5	32.5	-	-	-	-	34.5	30.5	31.5	26.5	-	-	-	-	37.0	13.5
THIRD QUARTILE	31.5	-	-	26.5	27.5	43.0	-	-	-	-	44.0	35.5	39.0	39.0	-	-	-	-	37.0	23.5
NO. COMPANIES	7	-	-	6	4	6	-	-	-	-	4	6	4	6	-	-	-	-	3	4
NO. EMPLOYEES	7	-	-	6	4	6	-	-	-	-	4	16	5	6	-	-	-	-	3	5

Salem Area, OR

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — G. Ehlers CH2M Hill

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.7	-	23.3	19.2	21.0	33.6	28.0	20.6	26.0	14.9	32.1	29.4	30.6	25.2	23.3	35.1	24.1	28.9	26.1	20.2
FIRST QUARTILE	22.5	-	18.5	17.5	19.5	27.5	20.5	17.5	25.5	13.5	26.5	24.5	20.5	23.5	18.5	28.5	19.5	22.5	21.5	15.5
MEDIAN	26.5	-	21.5	19.5	20.5	33.5	28.5	17.5	26.5	14.5	33.5	30.5	27.5	25.5	20.5	35.5	21.5	27.5	26.5	19.5
THIRD QUARTILE	33.5	-	29.5	20.5	24.5	43.0	29.5	26.5	26.5	16.5	37.0	34.5	43.0	25.5	25.5	39.0	26.5	39.0	27.5	22.5
NO. COMPANIES	21	-	6	17	6	17	7	6	5	8	13	10	12	15	6	9	11	7	13	11
NO. EMPLOYEES	27	-	6	42	6	17	7	6	213	487	14	117	34	40	9	11	79	25	17	23

Salt Lake City, UT

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — R. Gooch Valtek, Inc.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	24.6	30.0	-	20.0	-	30.1	-	-	-	-	35.9	21.1	-	-	20.8	35.1	27.2	36.4	31.4	18.6
FIRST QUARTILE	18.5	27.5	-	15.5	-	15.5	-	-	-	-	31.5	19.5	-	-	17.5	29.5	16.5	22.5	25.5	16.5
MEDIAN	26.5	31.5	-	19.5	-	28.5	-	-	-	-	35.5	21.5	-	-	22.5	30.5	34.5	41.0	27.5	18.5
THIRD QUARTILE	27.5	31.5	-	24.5	-	35.5	-	-	-	-	37.0	23.5	-	-	22.5	44.0	34.5	41.0	31.5	19.5
NO. COMPANIES	11	6	-	6	-	4	-	-	-	-	5	4	-	-	2	4	4	2	6	4
NO. EMPLOYEES	20	11	-	6	-	4	-	-	-	-	10	112	-	-	3	6	22	4	8	17

San Francisco, CA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — Ms. K. Sailer Parsons Brinkerhoff

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	27.9	32.5	30.0	21.6	27.5	32.8	27.8	25.0	26.1	17.4	35.6	34.2	37.3	27.7	27.2	33.6	25.1	25.5	32.6	23.9
FIRST QUARTILE	21.5	29.5	26.5	18.5	21.5	24.5	21.5	15.5	21.5	14.5	30.5	29.5	32.5	22.5	25.5	25.5	21.5	23.5	26.5	19.5
MEDIAN	27.5	31.5	30.5	19.5	27.5	30.5	24.5	20.5	22.5	16.5	35.5	34.5	37.0	26.5	28.5	34.5	25.5	24.5	34.5	24.5
THIRD QUARTILE	33.5	34.5	30.5	25.5	30.5	43.0	31.5	34.5	29.5	19.5	41.0	39.0	43.0	31.5	31.5	39.0	29.5	27.5	35.5	27.5
NO. COMPANIES	40	12	9	26	18	29	11	9	8	18	21	11	16	35	5	2	3	4	12	13
NO. EMPLOYEES	70	19	11	26	24	31	12	14	16	36	24	30	45	36	6	7	21	18	15	27

San Jose, CA

TOTAL ALL TYPES OF BUSINESS — JOB CATEGORY — Ms. B. Toohey Jr. Achievement of S.C. Cty.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	24.5	-	-	-	-	-	-	-	-	-	-	25.8	-	-	27.6	-	-	-	-	22.3
FIRST QUARTILE	16.5	-	-	-	-	-	-	-	-	-	-	18.5	-	-	18.5	-	-	-	-	17.5
MEDIAN	27.5	-	-	-	-	-	-	-	-	-	-	26.5	-	-	22.5	-	-	-	-	19.5
THIRD QUARTILE	27.5	-	-	-	-	-	-	-	-	-	-	26.5	-	-	28.5	-	-	-	-	24.5
NO. COMPANIES	3	-	-	-	-	-	-	-	-	-	-	3	-	-	4	-	-	-	-	2
NO. EMPLOYEES	3	-	-	-	-	-	-	-	-	-	-	3	-	-	4	-	-	-	-	4

Seattle, WA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															R. Shepard Travelers Insurance Co.				
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	30.9	31.1	24.1	20.2	24.6	31.6	27.0	26.3	18.5	17.1	32.8	24.5	32.1	28.1	-	37.8	23.4	27.2	25.0	18.8
FIRST QUARTILE	25.5	26.5	20.5	15.5	20.5	22.5	20.5	21.5	15.5	15.5	26.5	20.5	26.5	21.5	-	34.5	23.5	23.5	17.5	16.5
MEDIAN	30.5	28.5	22.5	19.5	23.5	26.5	27.5	23.5	19.5	15.5	32.5	23.5	30.5	26.5	-	35.5	23.5	28.5	24.5	19.5
THIRD QUARTILE	35.5	35.5	25.5	21.5	27.5	44.0	29.5	29.5	19.5	19.5	39.0	27.5	37.0	31.5	-	41.0	24.5	28.5	29.5	20.5
NO. COMPANIES	26	16	6	19	12	22	8	7	7	9	24	19	22	23	-	7	3	7	17	12
NO. EMPLOYEES	32	24	8	21	12	22	11	11	7	10	27	157	44	24	-	10	15	13	25	29

Sequoia, CA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															Ms. G. Fite Homequity, Inc.			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	34.4	-	24.5	20.2	32.5	38.4	27.0	-	-	-	35.8	27.6	37.6	31.2	27.9	-	-	-	29.2	20.2
FIRST QUARTILE	29.5	-	16.5	16.5	26.5	32.5	17.5	-	-	-	31.5	26.5	31.5	19.5	19.5	-	-	-	22.5	17.5
MEDIAN	34.5	-	25.5	18.5	31.5	43.0	23.5	-	-	-	37.0	27.5	39.0	35.5	26.5	-	-	-	27.5	20.5
THIRD QUARTILE	37.0	-	29.5	22.5	39.0	44.0	31.5	-	-	-	37.0	28.5	41.0	35.5	31.5	-	-	-	29.5	22.5
NO. COMPANIES	8	-	3	6	5	7	4	-	-	-	3	2	2	6	5	-	-	-	5	5
NO. EMPLOYEES	9	-	5	6	16	7	4	-	-	-	3	27	36	7	6	-	-	-	5	10

Spokane, WA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															M. Sonner Lemaster & Daniels			
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	24.7	-	-	16.4	19.8	26.5	20.5	-	-	-	27.3	32.6	35.2	22.9	18.9	32.6	23.1	24.0	22.8	17.2
FIRST QUARTILE	20.5	-	-	12.0	18.5	23.5	12.5	-	-	-	25.5	27.5	33.5	15.5	13.5	27.5	20.5	16.5	19.5	12.5
MEDIAN	23.5	-	-	15.5	19.5	27.5	20.5		-	-	27.5	31.5	34.5	16.5	19.5	34.5	22.5	22.5	21.5	16.5
THIRD QUARTILE	28.5	-	-	18.5	20.5	29.5	22.5	-	-	-	27.5	41.0	41.0	24.5	21.5	37.0	25.5	31.5	27.5	18.5
NO. COMPANIES	21	-	-	9	11	13	5	-	-	-	6	9	14	7	12	14	9	13	10	11
NO. EMPLOYEES	21	-	-	9	11	13	5	-	-	-	10	18	21	8	13	17	34	38	10	19

Stockton, CA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															Ms. J. Kirkegaard United Way of Pierce County				
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	28.1	32.5	24.3	17.2	24.4	26.6	-	24.1	-	-	31.9	23.4	31.1	24.6	24.9	30.8	27.7	22.8	24.9	21.1
FIRST QUARTILE	20.5	17.5	18.5	13.5	17.5	20.5	-	18.5	-	-	24.5	19.5	26.5	15.5	21.5	24.5	25.5	20.5	21.5	16.5
MEDIAN	25.5	39.0	23.5	17.5	23.5	26.5	-	23.5	-	-	30.5	21.5	30.5	26.5	23.5	27.5	26.5	23.5	26.5	19.5
THIRD QUARTILE	31.5	39.0	27.5	19.5	24.5	29.5	-	25.5	-	-	37.0	23.5	33.5	27.5	26.5	34.5	31.5	25.5	27.5	24.5
NO. COMPANIES	14	3	4	7	7	9	-	5	-	-	11	5	11	9	6	7	5	4	11	6
NO. EMPLOYEES	15	3	4	7	7	9	-	5	-	-	11	18	28	9	8	13	29	13	11	10

Tacoma, WA

TOTAL ALL TYPES OF BUSINESS	JOB CATEGORY															D. Turner Central Valley Hardware Co.				
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
AVERAGE	25.9	23.2	-	15.1	18.4	31.0	-	23.0	-	-	26.8	29.8	31.2	-	21.3	36.2	23.6	28.8	27.2	-
FIRST QUARTILE	20.5	17.5	-	12.5	12.5	27.5	-	12.0	-	-	16.5	25.5	26.5	-	17.5	30.5	19.5	27.5	20.5	-
MEDIAN	24.5	23.5	-	14.5	15.5	31.5	-	28.5	-	-	26.5	28.5	30.5	-	19.5	39.0	22.5	29.5	26.5	-
THIRD QUARTILE	30.5	23.5	-	17.5	22.5	35.5	-	28.5	-	-	30.5	32.5	35.5	-	26.5	43.0	28.5	30.5	30.5	-
NO. COMPANIES	20	2	-	10	11	8	-	3	-	-	12	11	14	-	7	8	11	4	15	-
NO. EMPLOYEES	21	3	-	10	12	8	-	3	-	-	12	40	30	-	10	9	70	14	15	-

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